Electronic Assignment
Cover Sheet

“The effect of repatriation on managers returning from foreign assignments”

MSC (International Business) Dublin Business School
Declaration

This dissertation has been submitted in partial fulfilment for the requirements of MSC (Masters in International Business) at Dublin Business School accredited by University of Wales.

I declare that no portion of the work referred to in this dissertation has been submitted from any other degree, university or any institute of learning. Further, I declare that all the work in this dissertation is entirely my own, unless referenced in the text as specific source.

Signed:

Name: M. Tahir Baloch
Date: January 01, 2013
Place: Dublin, Ireland
Program: MSC(International Business)
## Contents

1. Chapter 1: Introduction ........................................................................................................ 10
   1.1 Justification for my research ......................................................................................... 11
   1.2 Academic need for the research .................................................................................. 11
   1.3 Practical prospective ..................................................................................................... 11
   1.4 Personal needs. ............................................................................................................. 12
   1.5 A clear statement of the research question ................................................................... 13
   1.6 Problems/Limitations with Research ............................................................................ 13
   1.7 Problems with Repatriation ........................................................................................ 14
   1.8 Research Objectives ...................................................................................................... 15
   1.9 Research Hypothesis ..................................................................................................... 17
   1.10 Readers for the Dissertation ......................................................................................... 19
   1.11 Learning style................................................................................................................. 19
   1.12 Time Tabling for Dissertation and Cost Issues ............................................................... 19
   1.13 Time horizon .................................................................................................................. 20
   1.14 Conclusion ..................................................................................................................... 20

2. Chapter 2: Literature Review ................................................................................................ 22
   2.1 Introduction ................................................................................................................... 22
   2.2 Content of the Literature Review ............................................................................... 22
      2.2.1 Expatriation .......................................................................................................... 23
      2.2.2 Expatriates Selection Criteria .............................................................................. 24
      2.2.3 Personality characteristics criteria for expatriates .............................................. 27
      2.2.4 Expatriates working internationally ................................................................. 27
      2.2.5 Demand of expertise expats ............................................................................... 28
      2.2.6 Different modes of expatriation management .................................................... 29
      2.2.7 Adjustment to expatriation .................................................................................. 36
      2.2.8 Expatriate Pre-Departure Training ..................................................................... 40
      2.2.9 Pre-Departure Visit ............................................................................................. 41
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 Repatriation – An Introduction</td>
<td>42</td>
</tr>
<tr>
<td>2.4 Repatriation &amp; changes</td>
<td>43</td>
</tr>
<tr>
<td>2.5 Family Issues</td>
<td>44</td>
</tr>
<tr>
<td>2.6 Barriers to Repatriation</td>
<td>45</td>
</tr>
<tr>
<td>2.7 Repatriation adjustment</td>
<td>48</td>
</tr>
<tr>
<td>2.8 Factors in Repatriation Adjustment</td>
<td>51</td>
</tr>
<tr>
<td>2.9 Repatriates training Programs</td>
<td>52</td>
</tr>
<tr>
<td>2.10 Repatriation Process &amp; satisfaction</td>
<td>54</td>
</tr>
<tr>
<td>2.11 Proactive Strategies</td>
<td>58</td>
</tr>
<tr>
<td>2.12 Conclusions</td>
<td>59</td>
</tr>
<tr>
<td>3 Chapter 3: Research Methodology</td>
<td>60</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>60</td>
</tr>
<tr>
<td>3.2 Research Philosophy</td>
<td>61</td>
</tr>
<tr>
<td>3.2.1 Positivism</td>
<td>61</td>
</tr>
<tr>
<td>3.2.2 Realism</td>
<td>62</td>
</tr>
<tr>
<td>3.2.3 Interpretivism</td>
<td>63</td>
</tr>
<tr>
<td>3.3 Research approaches</td>
<td>64</td>
</tr>
<tr>
<td>3.3.1 Inductive</td>
<td>64</td>
</tr>
<tr>
<td>3.3.2 Deductive</td>
<td>64</td>
</tr>
<tr>
<td>3.4 Research strategy</td>
<td>66</td>
</tr>
<tr>
<td>3.5 Research choice</td>
<td>68</td>
</tr>
<tr>
<td>3.6 Data collection &amp; data analysis</td>
<td>69</td>
</tr>
<tr>
<td>3.6.1 Type of Data Collected</td>
<td>69</td>
</tr>
<tr>
<td>3.7 Data analysis, Editing and Coding</td>
<td>74</td>
</tr>
<tr>
<td>3.8 Population and Sampling design</td>
<td>74</td>
</tr>
<tr>
<td>3.9 Ethical Issues</td>
<td>75</td>
</tr>
<tr>
<td>3.10 Conclusion</td>
<td>75</td>
</tr>
<tr>
<td>4 Chapter 4: Research Findings</td>
<td>77</td>
</tr>
<tr>
<td>4.1 Quantitative Research strategy</td>
<td>77</td>
</tr>
</tbody>
</table>
4.2 Qualitative data analysis ................................................................. 124
4.3 Qualitative research strategy ......................................................... 125
4.4 Semi-Structure Interview ............................................................... 126
4.5 Conclusion .................................................................................. 138
5 Chapter 5: Conclusions ................................................................. 139
  5.1 Introduction ............................................................................. 139
  5.2 Successful Repatriation .............................................................. 140
  5.3 Motivation ............................................................................. 141
6 Chapter 6: Recommendations ........................................................ 143
  6.1 ............................................................................................... 145
7 Chapter 7: Bibliography ................................................................. 146
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>The structure of managerial role in cross cultural settings</td>
<td>43</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Stages of cultural adaptation</td>
<td>47</td>
</tr>
<tr>
<td>Figure 3</td>
<td>The repatriation process</td>
<td>49</td>
</tr>
<tr>
<td>Figure 4</td>
<td>The re adjustment challenge of repatriation</td>
<td>52</td>
</tr>
<tr>
<td>Figure 5</td>
<td>Causes and effects of the employees satisfaction with the repatriation process</td>
<td>55</td>
</tr>
<tr>
<td>Figure 6</td>
<td>The research onion</td>
<td>61</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Major differences between between research approaches</td>
<td>65</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Designs of research strategies</td>
<td>67</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Research choices</td>
<td>69</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Outline of main steps of qualitative research</td>
<td>122</td>
</tr>
</tbody>
</table>
Acknowledgement

First of all I thanks to almighty god who gave me knowledge, wisdom and thinking to accomplish my dissertation, I am thankful to my Supervisor David Hurley who has been there for me when ever I asked him for assistance. He motivated me and showed me the right way of doing things. Next, I would like to thank my Module Leader Dr. Chris McLaughlin, without his time and effort I wouldn’t have been able to complete this study. Furthermore, I will like to thanks all the people who gave their interviews and filled my Questionnaires. Finally, I will like my family for supporting me, as without them I wouldn’t have managed to study my third level education. I dedicate this piece of work to them.

M. Tahir Baloch
Abstract

“You can go home again, but it isn’t always easy. It is the responsibility of forward thinking corporations to anticipate and ease the difficulties of making the transition from foreign to home based assignments.” (D.W. Kendall)

This study explains the effect of repatriation on managers returning from foreign assignments. The first chapter gives the readers an overview of my research topic, justification for my research and problems with repatriation.

The second chapter will put light on expatriation and its different modes. The literature will further explain a cohesion of the expats with the framework of the review. Repatriation is then explained in detail, the various barriers which appears while repatriation, factors in repatriation adjustment, repatriates training programs and finally the proactive strategies and a conclusion for the readers.

The third chapter explains a mixture of philosophies the researcher has used in the methodology. The research methodology undertaken is descriptive and have been conducted by both qualitative and quantitative in nature.

The fourth chapter is the main body of my research findings, here the researcher has demonstrated the result findings from his quantitative & qualitative research.

To explain my quantitative research I have used pie charts, tables with detailed explanation of every response i received from my respondents. To explain my qualitative research I have conducted live interviews with the international managers and then have compared & contrasted it from my literature review.
The fifth chapter states conclusions of my research topic, here the researcher has compared his research objectives with the research findings and have summed up his conclusion.

The sixth chapter is divided into two sections. Recommendations for academic study and recommendations for practitioners. It will suggest a recommended program and a possible way of carrying out researches in the long run on the chosen topic.
1 Chapter 1: Introduction

The research topic has been investigated for four months. The researcher has done thorough readings from various international academic journals, books and other sources to intake literature, so that he can mention it in his research. The research topic is of pivotal importance, as now days multinational companies are facing tremendous challenges and problems when their employees are repatriated after completion from their foreign assignments. This research will help in finding a solution for those problems and can act as a catalyst to set up a solution for the repatriate managers.

The researcher will explain the effect of repatriation on managers who accepted international assignments abroad and now have returned back to their home countries. Repatriation is the home coming of an expatriate after they have completed an assignment abroad. The research will focus on giving the readers an understanding of both repatriation and expatriation processes, by providing information from primary and secondary research, about the rationale behind decisions made by the management to place managers working for their organization in positions abroad. The Research method will also discuss what motivates individuals to take up these positions and if these motives are realized. Then the researcher will be recommending what he considers an effective repatriation program based from his primary research.
1.1 Justification for my research
The reasons why necessitated my research are as follows.

1.2 Academic need for the research
We live in a multicultural society, with people from different cultures and ethnic backgrounds. In literature, many studies argued that home country effects influence HR practices in MNCs (Muller-Camen et al., 2001; Ferner, 1997). Analysing repatriation policies & practices are very important for modern HR managers, as all the multinational companies have subsidiaries and therefore there is a link from a parent company to its host subsidiary. Little academic endeavour has been directed towards researching repatriation. To this end it is apparent that a gap in the literature exists and that’s why the repatriates find themselves isolated & alienated when they reach back from the foreign assignments. That’s why there is an academic need for this research in the sector of HR (human resource). My research on this topic will illustrate that need in the academic research and its solution.

1.3 Practical prospective
Organizations are working in this area and are recruiting & hiring repatriates who are coming back, from abroad. Home country effects are associated to the level of involvement MNCs show in the business system of their countries of origin (Ferner, 1997). My research would be beneficial for all the MNC (multinational companies) who have subsidiaries globally. International assignees, researchers, graduates and all the peers who want to study HR can achieve benefits from my research study. The primary research has been collected from International companies, but the information contained in the study can be used by any organization or an individual. The researcher
believes that both the organisation and their repatriate employees will benefit from programmes, ideas, plans and training which the researcher will explain in his recommendations, which will be the last chapter on this research. The research will focus more on to show the effects of repatriation on managers returning from foreign assignments and make its own recommendations, how to offset this effect.

1.4 Personal needs.

The researcher is from the Southern part of Pakistan from a city called Karachi and holds a Hons Degree in (Business information systems) from Liverpool John Moore University which is a recognised and a reputable university around the globe. He has got an experience in HR (human resource), and has worked as a HR manager in a hotel in Pakistan. The researcher has studied Human Resource module while doing his MSC (international business) program and is therefore self motivated while conducting this research. The researcher believes in doing a research in repatriation, as repatriation is seen as a problematic factor globally in organizations, because of the amount of international assignees who are leaving their jobs while undergoing the repatriation process. The researcher in the long run has got plans to work in the HRM (human resource management) field of any multinational company and therefore by doing this research, he thinks that he can get a strong base in identifying and resolving issues in the research which will help him to perform his job. According to Rodrigues, 1996 in the repatriation process, the repatriate experiences a corresponding phenomenon usually called “reverse culture shock”. The researcher believes that a study on repatriation is as crucial as on expatriation and that’s when a repatriate comes back to his home country from a different culture, he gets a cultural shock which should be minimized, as it can
affect not only the repatriate but everyone working with him in the organization. There is little discussion about the repatriation process in our society compared with expatriation. The study will emphasize more on repatriation in the research and what appropriate measures should be put in place to eliminate reverse cultural shocks and any such barriers.

1.5 A clear statement of the research question

The key research question which the researcher will be dealing with while doing his research will be the effects of repatriation on managers returning from foreign assignments.

1.6 Problems/Limitations with Research

Domegan and Fleming (1999) describe the subsequent evolution of the research problem. They surmise that problem definition results in a list of research objectives, and/or a research hypothesis. The research objectives should be specific, action orientated statements of intent.

Fielding and Fielding (1986), however, describe the process of linking data generated through alternative qualitative techniques, as well as those for linking quantitative and qualitative data, to address “substantive problems and research issues” (p.12). They recognize the arguments for building macro-theory on a micro-theory basis, however, pose a research procedure that either examines survey data and then conducts interviews, or commences the research process with interviews, then conducts a survey. The authors claim that reports often use qualitative data only to illustrate survey data, and recommend the use of qualitative data in their own right, as a contributor to quantitative design and as a source for qualitative interpretation.
There are always certain problems/limitations when undergoing a study of this kind and these will be outlined.

The limitations I confronted via emailing were that, it was up to the international HR manager’s whether to read my questionnaire and fill it or not. I had a certain time limit in which to complete my research and accomplish all the procedures in order to calculate my findings. While interviewing the managers there was a possibility that not all the information I was receiving was accurate. Many may perceive information given to be a reflection on their personal lives or bitter experiences, something everyone is not willing to reveal.

The problems I faced on this research were many. It was hard to fill questionnaires from repatriate managers both by hand and via internet from organizations. Not all the managers I sent my questionnaire to had gone on foreign assignments, and those who had done so a while back, so it was hard for them to recall and write the exact information accordingly. Secondly, employees are too busy to take out time to fill out questionnaires; they receive emails from various organizations and individuals on a regular basis and it is hard to respond to each one. Employees are also reluctant to share their information because of privacy reasons and may therefore give false information.

### 1.7 Problems with Repatriation

Upon their return, repatriates often experience problems similar to those encountered in initial cross-cultural entry into the foreign environment. These involve readjusting to the home country work and non-work environments as well as interacting again with home country nationals (Black, Gregersen, & Mendenhall, 1992). Until the 1980s, international firms had considered re-entry to be a relatively easy process and it is clear that very few
firms had developed definitive transition strategies for their returnee managers. After all, what was there to adjust? There were returning home, weren’t they? However, mounting empirical and anecdotal evidence has demonstrated that re-entry is in fact a major problem, presenting expatriates and their families with new and often unanticipated challenges, to the extent that repatriation is sometimes referred to as reverse or re-entry culture shock (Murray, 1973). Repatriation is such a problem that it keeps many returning managers and their spouses from not accepting a second overseas assignment (Copeland & Griggs, 1985). Adler (1981), for example, found that for many individuals the process of readjustment to being back home was even more difficult than the initial adjustment to living overseas. As a consequence, the average attrition rate within one year after repatriation ranges between 15 and 25 percent with subsequently nearly 40 percent leaving within three years (Grant, 1997; O’Boyle, 1989). Yet, despite a growing concern with these high attrition rates, international firms still do not appear to be paying a great deal of attention to the problems of repatriation adjustment. It seems further that many are either ignorant of and/or unconcerned about the growing number of reports of repatriation problems, thereby increasing the probability of making the same mistakes as their predecessors.

1.8 Research Objectives
Research objectives set the purpose and focus of your research with the fundamental questions that will be addressed. Defining your research objectives means defining what do I need to investigate and how I am going to do it?

http://www.metagora.org.org/training/what-are-research-objectives/
Saunders et al (2009) defines research objectives as clear, specific statements that identify what the researcher wishes to accomplish as a result of doing the research.

The following are my research objectives:

- To assess and investigate the process of reintegration for the repatriates when they return home from the foreign assignments.

  *More precisely*
  
  - Did you face any barriers, or cultural shock on your return to your home country, after completing your foreign assignment.

- To analyse and to facilitate the readjustment of the repatriate managers in their home countries before starting up working in their organizations.

  *More precisely*
  
  - Induction training
  - Support programmes

- To look at the motivation perspective of repatriate managers why they take international assignments.

  *More precisely*
  
  - Career promotion
  - Foreign experience
  - Finance issues
  - Family issues
  - Developing opportunities for organization abroad

The research mainly concentrates on the above three objectives. From the various organizations around the world the research will be done keeping the above objectives
focused. The above stated objectives clearly outline the scope of research. The first objective is to examine the reintegration process of repatriates finishing up their foreign assignments. Next objective is to analyze and facilitate the readjustment of the repatriate managers in their home countries before starting up working in their organizations. The last objective is the motivation perspective of taking up foreign assignments.

1.9 Research Hypothesis
A hypothesis is basically a testable hunch you have; what you think is true based on what you know so far and stated in a way that you can evaluate the strength of the evidence in favour of it.


Hypothesis are testable propositions about the relationship between two or more variables in a specified population (Saunders et al, 2009). Hypothesis are prediction of expected outcomes of the research. Following are the stated hypothesis.

- The intense competition within organizations internationally will lead to more training of repatriates.
- The higher the level of training will be in practice the less uncertainty managers will face when coming home from foreign assignments.
- The repatriates may leave their jobs before time or may not be willing to work in their home country because of lack of training.

This research proposes hypothesis in line with research objectives 1, 2 and 3. The goal of the hypothesis H1, H2 and H3 is to increase the efficacy of the following
propositions relating to the level of training conducted for the repatriate managers internationally.

Hypothesis 1 (H1)

The first hypothesis seeks to investigate the increasing competition within organizations globally and that will lead in an increase on the training of repatriates. This hypothesis builds on to the framework explored under research objective 1. As H1 seeks to examine the competition globally and relates it into repatriates training it is split into two propositions.

Proposition 1 (P1) – In the real world, trained staff in hotels and hospitals are more efficient as compared to untrained staff, likewise repatriates will adjust easily if they get pre-departure training.

Hypothesis 2 (H2)

The second hypothesis recommends the higher training if one gets that will result in less uncertainty for the managers. This hypothesis is linked with hypothesis 1 (H1).

P 1 – more training will lead to less uncertainty of the repatriate managers.

P 2 - less training of managers will lead to more uncertainty of the repatriates.

Hypothesis 3 (H3)

The third hypothesis focuses on training of repatriate managers which will create motivation for them. This links up line with objective 3.

(P 3) – In general terms motivation is the ultimate solution for trained repatriates which creates employee satisfaction.
1.10 Readers for the Dissertation
The readers of this research are as follows:

- Dublin Business School.
- University Of Wales.
- Liverpool John Moore University
- Chris Mclaughlin
- David Hurley
- Future Researchers who wish to do research based on HRM (human resource management).

1.11 Learning style
The researcher thinks that he is pragmatist by nature. New ideas and wishes are always welcomed by a pragmatist in order to perform well in a better way. (Sheila Cameron, 2005). Because of this pragmatist nature of the researcher, he does believe that his dissertation will bring up new ideas and collect informations which will all give a possible result for his research.

1.12 Time Tabling for Dissertation and Cost Issues
The time frame of this dissertation is expected to be four months as collecting relevant information requires thorough research which is hard work and time consuming. The cost on this research will be relatively cheap, though this does not include any binding and laminating costs.
1.13 Time horizon
According to Saunders et al (2007) time horizons to research designs are independent of the research strategy being pursued. Two time horizons include the cross sectional and the longitudinal study.

Saunders et al (2007) note that most research projects undertaken for academic courses are necessarily time constrained and as result do not allow for longitudinal study.

According to Bryman and Bell (2003) the cross sectional study “entails the collection of data on more than one case and at a single point in time, in order to collect a body of quantitative or quantifiable data in connection with two or more variables”

The researcher has opted for a cross sectional research as it will be more appropriate given the time frame and the academic nature of the research. The longitudinal study is not suitable as it is done over a period of time that allows for study of change and development. It is due on observing people or events over time, which allows observing differences in an accurate manner.

Given the deadline submission date of 7th Jan 2013 and by collecting of data from both of the research strategies, the cross sectional study is most appropriate for the research project.

1.14 Conclusion
The first chapter has provided an introduction to the topic and has mentioned the layout and possible problems with repatriation. The primary research has been collected from International companies but the information contained in the study can be used by any organization or an individual.
I believe that both the business and their repatriated employees will benefit from programmes, ideas, planning and training explained in my recommendations, which will be my last chapter of this research.
Chapter 2: Literature Review

2.1 Introduction
In the global world there is a lot of literature and focus on expatriation, as globalization is seen increasing in multinational companies. The research on expatriation shows us how expat’s are settling down in foreign environment. Recently there has been research conducted on repatriation and has emphasized that due to lack of induction program me and plans, barriers to repatriation have increased.

There is a tendency that employees who have been sent to work abroad are more likely to seek for new job opportunities than the ones who have not (Stroh 1995). Research has shown that it is essential for MNCs to attract, select, develop and retain employees who can live and work effectively outside of their own national borders (Black, Gregerson and Mendenhall 1992a, Miller and Tung 1990).

My research will put light on what motivates international managers to accept foreign assignments, different criterions of expatriation. The research will explain barriers to repatriation and how to eliminate these barriers. I will endeavour that at the end of this research to have an added value to the current literature to offset barriers to repatriation on international managers returning to their home countries.

2.2 Content of the Literature Review
This Literature review is divided into two parts.

The first part of the review examines expatriation and it’s role in human resource management. The review explains the part of expatriates internationally, its criteria, different modes of expatriates and its adjustment in the international arena. The literature will further explain a cohesion of the expats with the framework of the review.
The second part will explain repatriation, their family issues that shows up during repatriation, barriers to repatriation, repatriate adjustment & its factors, repatriates training programs and finally the proactive strategies and conclusion.

2.2.1 Expatriation
Sending home country personnel to the local subsidiaries has been the main strategy MNCs have adopted to start global business, to transfer the knowledge and culture of the home organizations, and to make a connection between headquarters and local subsidiaries (Black, Gregersen, Mendenhall, & Stroh, 1999; Evans et al., 2002). Organizations have seen lucrative profits, prosperity of business, transfer of information and success in introducing local culture abroad by sending expatriates on foreign subsidiaries. Expatriation and successful managing expatriation have been important issues for many multinational corporations (MNCs) around the globe.

Expatriation within the space of international business has impacted the world and continues to do so. Green (2009) states, “the meaning of expatriation can also vary depending on who is initiating the act, the state or the individual, and whether or not it is voluntary”. This varying definition includes people who travel for education/work abroad, immigrants looking for economic opportunities, or even exiles. In each case expatriates have a different meaning. For instance, “the freedom to emigrate has been conceded by virtually all states as a fundamental human right, whereas in the case of immigration, immigrants are perceived frequently as a threat to the economic security of citizens in the receiving country, and quite frequently as a threat to the social security” (Murdoch, 2009). This explains that, expatriation is a legal act, as countries have laws on immigration, immigrants can act as a threat to the economic stability of the local
citizens. It also serves as a social function to have people coming from abroad to stay/work and having to embed into a culture. Economically speaking, a person’s never competes for a job in his own country, but against people of different countries there is increasing competition, economically flourishing and downfall. These functions make up a lot of the rewards and issues regarding expatriation throughout the globe.

2.2.2 Expatriates Selection Criteria

Traditionally, most selection of expatriates appears to be done solely on the basis of successful records of job performance in the home country (Culpan & Wright, 2002; Harvey & Novicevic, 2002; Kealey, 1996). This means that the criteria of selection of expatriates had long been on the basis of home country job performance and capabilities. Although technical and managerial competence, as reflected in domestic performance records, are important to the success of expatriates, arguably, the cross-cultural aspects of the environment require other competencies for success (Schneider, 1997; Stone, 1991). Further, because most employees considered for international assignments are already a rather homogenous group in terms of professional competence, other characteristics are likely to play a role in predicting success (Arthur & Bennett, 1995).

The selection of expatriates has long been a focus of MNC human resource management. Early studies attempted to identify personal characteristics of expatriates as the selection criteria for their overseas assignment (Caligiuri, 2000; Cunningham et al., 1996; Fish, 1999; Gregersen et al., 1998; Harvey and Novicevic, 2001; Spreitzer et al., 1997; Tung, 1981).

The human resource management of MNC has always been responsible for the recruitment and selection of expatriates and for sending them abroad on assignments.
Various studies have been conducted to identify several features of expatriates as the recruitment and selection criteria to send them in foreign subsidiaries to work for MNCs.

According to Stone (1991), ten selection criteria were key for expatriates:

*Ability to adapt:* Expatriates should have an ability to adopt foreign cultural shock which can occur on arrival. This criteria should be put in consideration while recruitment of an employee from HRM (Human Resource Management) department.

*Technical competence:* There should be technical competencies in an expatriate, as it can further enhance and promote the pace of the work of an employee during their course of time working in the foreign subsidiary.

*Spouse and family adaptability:* An expat should be flexible to not having his spouse and family accompanying him abroad, as it can have an effect on the work and can result in a failure. Family orientated employees can’t work without having among them and that can show up as a negative consequence.

*Human relations skill:* Expat should mingle within the office employees and should have skills to create healthy relations with the colleagues working in the organization. As working in a healthy environment creates better understanding of each other and results in better efficiency in the work place.

*Desire to serve overseas:* The foreign assigned employee should have a passion to work overseas, as it will develop more interest in him to accomplish, the tasks and goals assigned to him by his supervisor/manager.
**Previous overseas experience:** Previous overseas experience should be considered an excess criteria while recruiting and selection; the individual’s experience of working in a different culture and environment can act as a catalyst in his performance.

**Understanding of host country culture:** Here, the home country can organize induction training programmes to understand the host country culture. Employees, who qualify in this induction should be given priority of going on foreign assignments.

**Academic qualifications:** There should be a said qualification before sending any expat abroad. For instance third level qualification should be imperative on everyone who is assigned for foreign assignments. As academic qualification will help in understanding & getting the office work done.

**Knowledge of language of the host country:** Knowing knowledge of host country language should be crucial, as communication is the ultimate path of every work, which has to be fulfilled by an employee. Lacking good host country communication skills can result in a communication gap which can have a negative impact on the whole organization.

**Understanding of home country culture.** As culture is different in every nation, there should be more emphasis on the understanding of the host country culture, which will eventually brings closer ties among employees working in an organization.

We can state here that priority should be given to issues like adoptability of foreign culture and all the above stated criteria & capabilities before sending them abroad on foreign assignments.
2.2.3 Personality characteristics criteria for expatriates

(Behling, 1998; Buss, 1991; Caligiuri, 2000; Hogan, 1996; Ones and Viswesvaran, 1999) have identified the following personality characteristics as key criteria for the selection of expatriates;

*Extroversion:* Individuals who are assigned to go abroad should be confident while socializing with their co-workers, as a quiet, withdrawn nature can create distance within colleagues, which can end up in misunderstanding among them.

*Agreeableness:* This is an important characteristic in an expat, so that he can be pleasing while performing the job and is willing to agree on things and accept any sort of task given to him.

*Conscientiousness:* A person should be conscience of what is right so as to always perform with honesty while working abroad.

*Emotional stability:* This quality, if present in an expatriate, helps him in controlling his feelings, as being emotional can sometimes be regarded as not behaving in a civilized and sophisticated manner.

*Openness and intellect:* The expatriate should be intelligent and broad-minded, as this can further help him in understanding the work environment.

In addition to the above personality characteristics, other studies have also identified technical competence, cultural adaptability, previous cultural adjustment, and extensive foreign travel as the characteristics that related to the success of expatriates (Caligiuri, 2000; Gregersen et al., 1998; Spreitzer et al., 1997).

2.2.4 Expatriates working internationally

With globalization becoming increasingly important in the world of business, companies need to consider how to affectively plug an ‘expat’ into a positive
working environment. According to Rice University Professor Frederick Oswald “(having) other personality factors may become critical to present day global management, such as a greater emphasis on managers’ extraversion to work effectively in cross-cultural teams” (2009). These tasks have to be accounted for to ensure a seamless transition into the business world, otherwise there would be troubles in turning a blind eye instead of molding together cultural diversity. With this in mind, expatriates have to find their niche and be able to put their skills to use. This is because expatriates are usually home country assignees who hold top management positions or key positions in functional departments of a foreign subsidiary (Fang, et al, 2010).

The above paragraph states that increasing globalization has created a big demand of expatriates to plug into a healthy working environment. According to Rice University, there is more stress on expats to have an extraversion ability to work in order to perform well in a cross cultural team. Managers who do not socialize within the work environment can’t embed in the diverse cultural of the host country and can fail due to lack of extraversion ability.

### 2.2.5 Demand of expertise expats

In the field of business, it is always good to have people with experience. Expatriates can be beneficial for firms to use because of their knowledge. With a demand of these individuals expatriates can take advantage of lucrative work opportunities created by a shortage of professionals (Tharenou & Caulfield, 2010). With less overall competition within skilled professionals, an opportunity arises and these people can choose whether or not to take on the opportunity. For example,
there is a serious shortage of qualified engineers within the United Kingdom (Spragg, 2006). The government should support engineering carriers and encourage students to take math and science classes, but that is a long term goal. A “quick fix” would be to try and find somebody who has that expertise, which is where expatriation comes into play.

2.2.6 Different modes of expatriation management

Expatriation management research started in the west to improve expatriate performance, as well as subsidiary performance across national borders. Therefore, a thorough understanding of the evolution of this field of study in the west is imperative when tapping into its development in a different regional country like Taiwan. The below stated example is to enrich the said field by looking at the issue from the perspective of Taiwan’s SME with comparing the Western MNC expatriation management.

The following are key issues of expatriation management which the researcher will focus on in the discussion and will then explain his understanding of the study.

Selection criteria

Many organizations have been increasing their efforts to identify and select the most qualified employees for expatriate assignments (Shen, 2006; Tung, 1981). Because selection is the initial step of expatriation management, selection criteria have been well documented as explains below.

The Western and Taiwanese extant literatures have identified many factors as valid predictors of expatriate success. These include skills (e.g technical skills, managerial skills, leadership skills, past performance and previous overseas work experience), ability (e.g good ability to communicate, adaptability, and ability to command respect),
personality (e.g. cultural empathy, initiative, creativity, independence, emotional stability, maturity and interest in overseas work), and demographics (e.g. education, age, marriage, medical status and adaptability of family) (Chiou, Chuang, & Wen, 2007; Lazarova & Tarique, 2005; Mendenhall, Dunbar, & Oddou, 1987; Mendenhall & Oddou, 1985; Riusala & Suutari, 2004; Ronen, 1990; Tsai, 1998; Tung, 1981; Tungli & Peiperl, 2009; Wu, 1995a; Wu & Tarn, 1999; Wu, Tsai, & Lin, 1999).

In general, Western studies focus more on expatriates past performance, ability, and adaptability. In Taiwan, the most commonly cited selection criteria are professional knowledge and skills, willingness, will power, and patience (Tsai, 1998; Wu, 1995b; Wu & Tarn, 1999; Wu et al, 1999). Taiwanese companies need the expatriates to be functional on the first day of their international duty; therefore, personal skills of varying types are very important as there is no time for learning by doing. Li (2003) particularly points out that willingness is the second most important selection standard, after work experience. Moreover, with limited resources, Taiwanese expatriates face role overload and weaker organizational supports (Lii & Wong, 2008). This explains why will power and patience in the form of diligence and long working hours are of greater importance to Taiwanese companies. The likely explanation of this finding is that Western companies are goal oriented with a mature expatriation system which has a set up of an international assignment standard. Yet, a majority of Taiwanese companies generally invest in developing countries with poorer living and economic conditions, a situation which tends to reduce the willingness of expatriates, especially if they have children of school age (Wu, 1995a, 2000; Wu & Tarn, 1999; Wu et al., 1999; Yu, Yi, Chiao, & Wei, 2005).
Staffing

Western studies generally investigate the effect of deploying expatriates or local nationals from three perspectives, namely firm-specific factors, host country context, and other factors. First, firm-specific factors include international strategy, cultural distance, stage or mode of internationalization, type of industry, size of international operations, reliance on international markets, and top management’s perception of home human resource management systems. Second, host-contextual factors contain political, legal, economic and socio-cultural factors; third, other factors consist of trust and personal morale (Gong, 2003a, 2003b; Harvey, Speier, & Novecevic, 2001; Tan & Mahoney, 2006; Tarique, Schuler, &Gong, 2006; Tharenou & Harvey, 2006). These studies mainly employ a control and coordination framework to explain the choice between PCNs and HCNs.

In Taiwan six relevant studies were conducted (Cho, 2004; Chung, 2000; Huang, 2002; Hung, 1997; Tsou, 2002; Tsou, Yu, & Seetoo, 2007), variables of concern largely agree with those reported in Western literature that emphasize on key international positions such as chief executive officer and treasurer, which require high trust, must be staffed with expatriates (Huang, 2002; Tsou, 2002; Tsou et al., 2007). In addition, investing in emerging markets in which legal systems are tenuous, and political risks, intellectual property rights, and public as well as private expropriation are hazardous (Delios & Bjorkman, 2000; Delios & Henisz, 2000), Taiwanese companies tend to use expatriates in key positions.

In west MNCs recruit managers typically with a high level of professional knowledge to fill a particular competence gap (Makela, Bjorkman, & Ehrnrooth, 2009). On the other
hand in Taiwan SMEs are limited in resources and are not able to compete with the Western MNCs for local high caliber with attractive compensation. Expatriation management in the West cares more about international staffing, cultural distance, and actual staffing decisions, whereas in Taiwan places are more concern on the political and legal factors of the host country.

Training

In Taiwan companies pay more attention to host country safety and life adjustment training, since culture is not a concern. A majority of them invest in China or countries in the Southeast Asian region where ethnic Chinese with similar language and cultural background live in large numbers (Chu, 2003; Lee, 2004; Wu, Chen, & Gan, 2000). On the job training or job rotation before taking on an international assignment is a common practice used to train an expatriate candidate (Wu, 2000). For Taiwanese SMEs, pre-expatriation training is limited to technological training given resource constraints (Huang, 2002). Lin and Wei (2005) also point out that Taiwanese SMEs resort to effective expatriate selection to make up the deficiency in limited pre-departure training due to concern over resources. They found that the right expatriates with the right attitude, will power and determination generally survive and even thrive without extensive expatriate training. Usually, expatriates from Taiwanese SMEs depend on sharing from colleagues, local employees and friends in the host country to gain required knowledge and information.

Although the training scale is different, professional knowledge concern in Western and Taiwanese companies is similar. Yet, in the West, training relates more to individual performance such as expatriate skill, work attitude and work satisfaction.
(Bolino & Feldman, 2000; Caligiuri et al., 2001; Eschbach et al., 2001; Harvey & Novicevic, 2004; Lee & LI, 2008); Taiwanese companies, on the other hand, highlight the importance of expatriates work performance, organizational involvement, organizational citizenship behaviors, and adjustment behaviors (Chu, 2003, 2004; Liu, 1999; Wu et al., 2000).

**Female expatriates**

In the male dominant Taiwanese society, only three female expatriate papers were found (Hsu, 2004; Taj, 2007; Tung, 2000), covering issues of age, education, marriage (Tung, 2000), organizational support, and career planning (Hsu, 2004; Tai, 2007). Since a major function of Taiwanese overseas operations is manufacturing, it makes sense that most of the expatriates are male. In addition, the inferior social status and the stereotype of the subordinate role of the female in Asia make it less likely to have female expatriates (Tung, 2000). Furthermore, within a traditional Chinese culture it is understandable that married women tend to identify family as the core of their lives and exhibit less interest in taking on international assignments (Kao, 2004; Kuo, 2001). As a result, a majority of the female expatriates in Taiwan are young, highly educated and single (Lin & Wei, 2005; Tung, 2000).

The situation is different in Western societies, where women are generally treated as equals to men (Altman & Shortland, 2008). Tungli and Peiperl (2009) investigated samples from Germany, UK, Japan and US and reported an average female expatriate rate of about 7% ranging from 11% in US companies to 0.4% in Japanese companies. Comparatively, the Taiwanese female expatriate rate was around 5% (Lee, 2000).

**Expatriates Spouses**
In Taiwan, fewer studies have been investigated on expatriates' spouses (Ko, 2008; Lin, 2006; Yi, 1998), as only about 21-44% of Taiwanese expatriates relocate with spouses, in contrast to 70% of those in US-based MNCs (Jaw, 2006; Lin, 2006; Lin, 2006; Wu, 1995a). Taiwanese spouses who decide to relocate together generally have high cultural flexibility, high social orientation, high willingness to communicate, and low ethnocentricity. They also tend to interact more frequently with local nationals and adapt to foreign life more readily (Yu et al., 2005).

In Taiwan, there are four main reasons for spouses to remain in the home countries. First, in a Confucian culture that emphasizes attachment to family, a strong sense of obligation to provide children with a good education, and taking good care of aging parents (the responsibility of the first son), it is a norm that many married Taiwanese expatriates go abroad alone, foregoing the companionship of their spouses (Huang et al., 2005; Kao, 2004; Kuo, 2005; Lin, 2007; Sha, 2005). Second, the uncertain duration of expatriate assignments also affects the expatriation pattern. In the West, duration, job description, and repatriation are generally clearly laid out for the expatriate. On the contrary, in Taiwan, the lack of a well developed expatriate system and adherence to the norm of “don’t return until you succeed” makes the expatriation duration unpredictable. This intimidates the spouse from going along (Lin, 2006). Third, Taiwanese companies invest heavily in China and South-East Asia, where the geographical location are within half day flights and allow frequent visits home. Fourth, in the last two decades, the majority of Taiwanese companies have invested in less well developed countries, where a quality education is generally lacking. As a result, the
education of school age children poses a great problem for expatriates. All of the above consideration lower the willingness of the spouse to relocate.

Expatriate’s international adjustment

In Taiwan, the international adjustment issue has not been as extensively researched as in the West. Likely explanations include the following. First, Taiwanese companies mainly invest in countries in which Chinese ethnics are found in abundant numbers. Consequently, adjustment may not be a crucial issue. Second, the history of internationalization and expatriate and expatriate management is comparatively short in Taiwan, and third the SME FDIs headquartered in Taiwan have limited resources and believe that selecting and deploying the right person would reduce the adjustment problem (Lin & Wei, 2005). From another perspective, Li and Wong (2008) found that many SME Taiwanese expatriates working in China were overloaded with different work roles, including production, personnel, finance, and marketing. As a result, entrusted expatriates experience job overload more often than they do the problem of job discretion, especially when comparing the adjustment issue with western counterparts. Western literature presents more extensive discussions on expatriate social support than does Taiwanese literature. It is worthy to note that the clustering of the Taiwanese expatriate community in most host countries creates a friendly environment for work support, social support, and the free flow of various types of information. This scheme facilitates expatriate adjustment in foreign countries, and the often mentioned spousal adjustment is not as pressing an issue when a Taiwanese community exists.

The researcher’s understanding of the case study is that in this global world, the West is leading all other regions, in every sector of life. So an understanding of the western way
Managing expatriation is crucial when launching expatriation management in any country/region. Both the West and the Taiwanese have identified similar factors that are valid criteria for expatriate success, and these are skill, ability, personality and demographics.

Western studies on expatriates focus on past performance, ability and adaptability. In Taiwan, as organization support is weaker for the employees, they want the expat to be functional on the very first day of their international assignment and therefore the amount of work load on the Taiwanese expatriate is greater. Western companies are goal oriented with an international standard, while the Taiwanese invest in developing countries, which tends to reduce the motivation of expatriates.

In the West, MNCs recruit managers with professional knowledge to fill any particular vacancy, but in Taiwan, due to lack of resources, they are unable to maintain the same standard. In Taiwan, training for the expatriates is set up, but employees usually get in touch with the host country fellow workers and set up accordingly. In the West, training relates more to the individual’s output, such as the expat’s skills and job satisfaction. As Taiwan is a male dominant society, female expatriates, both single and married, are seen far less fitting for foreign assignment. On the other hand, as gender equality is relatively more prevalent in the West, both males and females are recruited for foreign assignments.

2.2.7 Adjustment to expatriation
In an early study, Martin et al feels that returnee expatriates should be given at least one month to learn the internal modus operandi and current priorities of the new organization prior to assuming full responsibilities of the new position. Japanese firms however do not expect peak performance from an expatriate until the third year after the expatriate
returns from an overseas assignment. Reverse cultural shock emerges when the cultural reentry expectations are not met.

A notable proportion of expatriate managers who stay on are regarded as ineffective by their parent organizations and those underperforming managers incur large direct and indirect costs. (Black et al., 1992; Hilltrop and Janssens, 1990). Although the often quoted high expatriate failure rates measured as premature returns to the home country have recently been challenged as having little empirical foundation, it can easily be argued that expatriates who cannot adjust but remain on their assignments and fail to perform adequately could be even more damaging to the company than those who return prematurely (Forster, 1997; Harzing, 1995).

In a time when globalization of business is developing ever faster and the need for globally competent managers is increasing (cf. Adler and Bartholomew, 1992), it is vital to discern what effect corporate expatriation policies may have on expatriate adjustment and to compare that with how personal expatriate career intentions influence adjustment.

The corporate perspective

Linking the use of business expatriates to international corporate strategy, international assignments could be undertaken to achieve co-ordination and control creating international informal personal networks (cf. Edstrom and Galbraith, 1997; Prahalad and Doz, 1981). Control can be instituted by assigning a trusted manager from the parent organization who identifies with its policies and, in trying to carry them out, will spread the parent organizational culture to the foreign subsidiary (Selmer and de Leon, 1996). Over time, it is of special interest to a parent company to identify and make use of career
expatriate managers, who have proved themselves successful in handling relationships with head office, host-country relations and management of foreign subsidiaries. However, maintaining such a pool of mobile expatriates often also implies that there is a differentiation of expatriate and domestic careers, making it difficult to change over from an expatriate career to a domestic career (cf. Black et al., 1992; Borg, 1998). Despite that, to be able to maintain a sufficient pool of mobile career expatriates over time implies that a large number of managers has to be assigned abroad, since the pool is continually drained due to resignations or managers choosing to settle down in a foreign location (Black et al., 1992; Borg, 1980).

From the corporate perspective, the researcher states that by coordination of business expat managers with the international business plan, foreign assignments can be achieved. Expatriates are assignees that go abroad and introduce the parent organizational culture. There should be identification of those expatriates who are capable of making a liaison between the host & the parent company and therefore there should be emphasis on maintaining the difference between expatriates and national employees, so that more expatriates should be able to settle abroad on foreign assignments.

The personal point of view

Research has clearly shown that expatriates can be determined and active participants in their own adjustment. Feldman and Thomas (1992) revealed the benefit of personal career intentions, demonstrating and integrating the expatriate assignment into logical career paths can be as important as language training and pre-departure training in facilitating expatriate success. However, it is essential to note that such career paths can
look different from previous ones. The career expatriate is less common now as expatriates increasingly undertake only one assignment and then return home (Brewster and Scullion, 1997). For many, the foreign assignment is simply viewed as a short-term chance to live abroad for a while. It is even doubted whether employees are psychologically capable of becoming ‘nomadic globe-trotters’ moving from region to region for the rest of their lives (Forster, 1997). Presumably contributing to this changing situation is the increasing trend of dual-career couples where partners are less prepared to break their careers for any longer period of time or to give them up altogether (cf. Handler and Lane, 1997; Harvey, 1995, 1996; Punnett et al., 1992).

2.2.7.1 International adjustment
“A distinction can be made between psychological adjustment and socio-cultural adjustment in the literature on international adjustment” (Searle and Ward, 1990; Ward and Kennedy, 1992; Ward and Searle, 1991). This deals with the mood of expatriates, which are working in foreign assignments, e.g. depression, anxiety, tension and fatigue. The above quotes explain international adjustment on expatriates and the differentiation between psychological and socio-cultural, which depends on expatriates' mental and physical state, on whether he is tired, ill or depressed.

2.2.7.2 Socio-cultural adjustment
The socio-cultural notion of adjustment is based on cultural learning theory and highlights social behavior and practical social skills underlying attitudinal factors. The distinction is consistent with the separation of behavioral from attitudinal acculturation as discussed by Jun et al. (1997) who state that behavioral changes (socio-cultural
adjustment) may have to be adopted involuntarily due to existing circumstances while attitudinal changes (psychological adjustment) are likely to be more voluntary.

### 2.2.7.3 Psychological adjustment

The theoretical concept of subjective well-being, corresponding to the psychological aspects of international adjustment, has been well developed, especially in relation to work and work environment characteristics (Kornhauser, 1965; Caplan et al., 1975; Karasek, 1979).

We can state here that the international adjustment of expatriates can differ between psychological and socio-cultural adjustment. Psychological adjustment depends on the environment the expatriate is working in. For example, if the work load is too much, it may create tension and fatigue, or the expat may end up with anxiety or depression. The attitudinal changes (psychological adjustment) are more likely to be adopted by the expatriate’s own will in the work place.

On the other hand, socio-cultural adjustment of expat states that behavioral changes can’t be adopted by expatriate’s own will i.e. it depends on the work environment, the expatriate is working.

### 2.2.8 Expatriate Pre-Departure Training

Pre-departure training is important because individuals make anticipatory adjustments before they actually encounter a new situation. Accurate expectation through proper information and training is known to facilitate the actual adjustment (Black, Mendenhall, & Oddou, 1991). According to a survey, about 62 percent of U.S. corporations provide some type of cross-cultural preparation before sending expatriates and typically that training lasts less than a day (Black et al., 1991).
Similarly, Bolino and Feldman (2000) found that over 75 percent of the respondents received less than one day of training before their assignments, and over a third of these individuals received no pre-departure training from a survey of 268 expatriates.

When an expatriate is about to go for a foreign assignment, pre-departure training is of paramount importance. This initial CCT (cross-cultural training) provides expatriates the essential knowledge that they require instantaneously upon arrival after. e.g. the expatriates must have some knowledge of culture, ethics and customs, of business etiquettes of that country, how to dress according to that environment, cultural adiaphorous, customs that are necessary and optional to attend for participants, and also good language training (Avril and Magnini, 2007).

Here, the researcher concludes that pre-departure training for expatriates is imperative for adjustment in the host country and to get a feel of the host country’s environment. The above literature emphasizes on the training of the expatriate, before he arrives in the host country so as to avoid an abrupt cultural change, as that shock can have a bad affect on his job performance.

2.2.9 Pre-Departure Visit
Pre-departure visit of the host country is a good way to provide first-hand information about the host country culture and many companies allow expatriates to visit host country before starting assignment (Sims and Schraeder, 2004). The information obtained during pre-departure visit can help in reducing uncertainties attached with the foreign environment and reducing culture shock (Black and Gregersen, 1991). In order to make such visits successful, companies must provide a realistic view of what is the way of
spending life in the host environment as it will reduce the level of culture shock he/she will face after joining assignment (Sims and Schraeder, 2004).

Without the visits of the expats, the researcher thinks that there can be a major barrier for multinational companies to gain lucrative profits and can make a hurdle in decreasing the expatriates chances of success in becoming familiar with the host country’s environment. Everything the expat learns during the visit is put into practice during his foreign assignment.

2.3 Repatriation – An Introduction

The word repatriation comes from a Latin word “Repatriate” meaning to restore or return to country of origin, or citizenship. Repatriation involves that the International Assignee (IA) goes back to the parent company and the home country from the foreign assignment. (Mishra Jitendra 2011).

Repatriates, on returning from foreign assignments, are considered an asset for any organization, as they have gained foreign cultural understanding, knowledge and competencies which if implemented in the home country environment, can be beneficial for the organization. Business deals can often be endangered simply for not recognizing the cultural barriers of the foreign country. The knowledge which repatriates gain from their foreign assignment is priceless, and therefore organizations need to see them as a tangible asset on their return. (Jitendra 2011).
2.4 Repatriation & changes

Although organizations have long overlooked the fact that expatriates undergo profound individual change both personally and professionally from assignment experiences (Harvey and Novicevic 2006), findings from relatively recent studies using more qualitative or interpretative approaches to repatriation and change have illustrated a wide range of expectations that differ from person to person and across organizations. For example, Kohonen (2004, 2005), who examined the impact of long term assignments on expatriate identities, noted several transformational experiences and identity changes that expatriates went through during their assignments. Rearranging and changing identities were constructed around the way repatriates viewed their ability or inability to develop...
managerial competencies. This in turn impacted on how they talked about repatriation and expectations about future work. In a similar vein, implicit change as a journey of self development was also evident in Peltonen’s 1999 narrative study on career and long term assignments through repatriation stories and emerging discourses of identity formation and loss. In these instances, identity changes were conveyed through talk about repatriation expectations and invariably linked to the reality of what kind of work individuals would or had returned to, and most importantly, what meaning they attributed to this part of their assignment. What is evident from studies such as these is how identity is discursively central to understanding repatriation expectations associated with long term assignments and the relevance of change from the individual’s perspective.

2.5 Family Issues
Family issues are considered by most executives to be the crucial factor in the expatriation/repatriation process. In the year 1995 AMROP-Harvard survey of senior international executives, less than 50 per cent of companies said they were successful in filling posts for international executives in their organisations. A number of surveys have identified spouse careers as seen as a major impediment to expatriate mobility in both genders (Shell Outpost Survey, 1993; Price Water Coopers, 1999).

In increased globalization of business activity has augmented the importance of effective expatriation and repatriation of multinational enterprise (MNE) managers (Adler, 2008; Avril and Magnini, 2007; Bossard and Peterson, 2005). Issues like family/spouse adjustment, job-related problems and expectations reality gap problems are often not discussed at the planning stage. Allen and Alvarez (1998) argue that if these problems are not handled properly by the company, the total benefits of sending personnel on
overseas assignments may not be realized. In such situation, the repatriates may feel dissatisfied and leave the company (Stroh, 1995). Baruch and Altman (2002) argue that poor induction coupled with lack of proper career planning breeds disappointment and frustration, leading to disillusionment and anger with the company. It means the company will have wasted huge amounts of money on training those employees (wasted investments in human capital), not to mention the time and money they must spend to hire and train a new employee.

The researcher concludes from the above explanation that family issues in the expatriation/repatriation process are of crucial importance. How to deal with these professionally and realistically is a major debate in the real world.

2.6 Barriers to Repatriation

Many expatriate managers find the repatriation process much more stressful and frustrating than the initial expatriation and repatriation experiences may cause subsequent turnover.

According to Paik et al, repatriation continues to be a source of frustration to many human resource managers and the expatriates themselves.

Repatriation can be a major problem for the employees and for the multinationals (MNCs). In a 1996 survey, Harzing conducted a comprehensive survey of 287 subsidiaries of nearly 100 different multinationals. She reported that 52 percent of sampled firms experienced repatriate re-entry problems. The most common problems arising for repatriates include: no post assignment guarantee of employment, a fear that the period overseas has caused a loss of visibility and isolation, changes in the home workplace, employment relationship, re-entry position, devaluing the overseas
experience, coping with new role demands, loss of status and pay (including benefits), family adjustment, social networks and the effect of partner’s career.

Re entry into the home country can be traumatic and can be a case of cultural shock in reverse. During the tenure of expatriate’s assignment, the home environment changes. The expatriate might carry a picture of the home society based on how it was before he/she left and the home environment expects that the person coming home is the same individual as the one who left (Martin, 1984). Accordingly, the expectations of the expatriate are not in line with reality and a reverse cultural shock occurs. Re entry of the expatriate and family culture can include many challenges. Cultural shock or reverse cultural shock is not a disease but rather a response to new environment. As shown in the figure below, the initial phase is followed by a period of disillusionment. The bottom of the curve is labeled as culture shock. Reverse culture shock suggests that readjustment in the home culture is more difficult and complex than the initial going to another country. The expatriate and the family may be affected in the following areas: re entry adjustment, stress management and work performance.
However, research studies (Stroh et al., 1998; Morgan et al., 2004) indicate that it can be just as difficult, or even more difficult, to come back home after a foreign assignment than it was to relocate to the host country.

In the expatriation literature, the concept of “culture shock” has long been used and discussed (Cox, 2004). In the repatriation process, the repatriate experiences a corresponding phenomenon, usually called “reverse culture shock” Rodrigues, 1996; Baruch and Altman, 2002; Bossard and Peterson, 2005).

The expectations of the repatriate are not in line with the reality, and a reverse culture shock occurs. Frequently there is no job guarantee upon return, and the policy is unclear (Bossard and Peterson, 2005). The Global Relocation Trends 2003/2004 Survey Report

**Figure 2. Stages of cultural adaptation**

However, research studies (Stroh et al., 1998; Morgan et al., 2004) indicate that it can be just as difficult, or even more difficult, to come back home after a foreign assignment than it was to relocate to the host country.

In the expatriation literature, the concept of “culture shock” has long been used and discussed (Cox, 2004). In the repatriation process, the repatriate experiences a corresponding phenomenon, usually called “reverse culture shock” Rodrigues, 1996; Baruch and Altman, 2002; Bossard and Peterson, 2005).

The expectations of the repatriate are not in line with the reality, and a reverse culture shock occurs. Frequently there is no job guarantee upon return, and the policy is unclear (Bossard and Peterson, 2005). The Global Relocation Trends 2003/2004 Survey Report
(GMAC, 2004) indicates that 13 percent of US repatriates leave the company within one year after returning from an assignment, and another 10 percent leave the following year. The data Baruch et al. (2002) offers a further alarming picture. Their analysis shows that some 50 percent of people left the company following repatriation within a few years after returning. Vermond (2001) also reports in her article that 49 percent of returning expatriates leave their companies within two years of repatriation.

In one study, Osland (2000) found that American repatriates are confronted with a number of difficulties, including reduced autonomy, uncertainty about jobs, housing, missing their life abroad, etc. Linehan and Scullion (2002), who investigated the repatriation of female international managers, noted repatriation problems relating to the growing size of the home organization, loss of status, family situation, ignorance of their skills by the home organization and colleagues, etc. Black et al. (1992) and Abueva (2000) have also recognized loss of autonomy and loss of status as problems when repatriating, but found additional problems such as lack of promotion opportunities, lack of support and sluggish career advancement. The list of problems related to repatriation is certainly longer. Recognizing this fact, in a study on American sojourners from work assignments in 44 different countries, Cox (2004) sought an understanding of the repatriation process and its outcome.

2.7 Repatriation adjustment
One of the primary theoretical processes related to adjustment, whether it is repatriation adjustment, cross cultural adjustment, or adjustment after a domestic transfer, is reduction of uncertainty (Black 1998; Brett 1980; Brislin 1981; Feldman & Brett 1983; Louis 1980). Individuals enter a new environment and are often uncertain as to what is
acceptable and unacceptable or appropriate and inappropriate. The adjustment process involves the reduction of that uncertainty by learning what is acceptable and by being able to act accordingly (Brislin 1981). The phenomenon of “culture shock” is largely a set of negative affective reactions to encounters that demonstrate to individuals in a new, foreign environment that they lack a complete and accurate set of schematas for understanding and appropriately acting in the new, current situation. (Oberg 1960; Torbiorn 1982).

Figure 3. The repatriation Process

Australian companies appear to devalue overseas experience. The devaluing of international experience is evidenced by lack of adequate career counseling. Adler
points out re entry positions signal the importance given to the overseas assignment by the organization. If the expatriate is subsequently promoted or given a position which utilizes the overseas experience, other members of the organization think and see that the overseas assignments are a positive career move. Coming back home more difficult than going abroad; 60% of Americans, 80% of Japanese, 71% of Finnish experienced some degree of cultural shock of coming back home more difficult than going overseas.

The goal of any set of expatriation / repatriation practices should result in the successful integration of home and host experiences. Repatriation to the home country presents new challenges. Expatriates returning home find that both their personal and professional lives have changed.

In an important study of repatriation, Adler discovered that “employees found re entry into their home country more difficult than the initial move to the foreign culture”. Once the individual returns to home country, the process of in country repatriation adjustment begins. The attitude with which expatriate views repatriation is very important. Some returnees become resocialized, some become alienated and some become proactive returnees. Resocialized returnees forget the overseas experience. They work for organization without global orientation. They neither recognize nor use culturally acquired skills and try to fit back into organization structure and act like they have not been away. Alienated returnees praise everything foreign and are critical of the domestic behaviors. They disassociate themselves from the home culture and the home organization. They see no way to use the skills they acquired. And the proactive returnees incorporate the best experiences from both the foreign and the domestic culture. They integrate their overseas and home country experiences. Re adjustment process
depends on the length of the foreign assignment and the level of the cultural adaption. Usually the longer is the foreign assignment and greater is the cultural adjustment abroad, the more time the returnee will take to return to domestic work environment. Estimates as to how long an organization should plan on accommodating an expatriate’s adjustment vary from expatriate to expatriate.

2.8 Factors in Repatriation Adjustment
This section explains the factors which deals with the repatriation adjustment.

Knowing the difficulties of repatriation, a number of researchers have stressed preparedness prior to the repatriation process.

In a conceptual paper, O’Sullivan (2002) addressed the issue of managing repatriation transitions. She suggested that a successful repatriation transition can be attained when, upon return, repatriates gain access to a suitable job, experience minimal cross-cultural readjustment difficulties and report low turnover intentions. Access to a suitable job requires a match between the repatriate’s expectations and the actual willingness and capacity of the home organization to meet those expectations. We argue that expectations are mainly based on the manager’s motives to accept the foreign assignments and how the repatriate has experienced the dealings with the parent company during the transition period.

The issue of cross-cultural adjustment has been elaborated and tested Sussman (2002) in a study of American teachers who sojourned to Japan. One important result of the study showed that sojourners whose home culture identity is affirmed and maintained throughout the cultural process can be expected to experience less repatriation distress upon their return home. If the repatriate has to stay abroad longer and adjusts to the
local environment, however, the repatriate may undergo certain changes in his/her cultural identity. We therefore argue that after successful expatriation, it is possible that the repatriate possesses an altered culture and that also the home country culture that he/she returns to may not be the same as when he/she left (Sussman 2002).

![Diagram of the re-adjustment challenge of repatriation](image)

**Figure 4. The re-adjustment challenge of repatriation**

### 2.9 Repatriates training Programs
Planning for reentry begin even before sending employees on a foreign assignment (Andreason and Kinner 2004).

Topics covered in a repatriation training program should include reverse culture shock training, updates on workplace changes, stress management, communication-related training, a mentoring program, help in forming new social contacts and networking
opportunities and assistance to spouses (Hurn, 1999). Considering these issues, the following research questions arises which are as follows.

RQ1. What programs and content areas should a repatriation training program contain?

RQ2. What would be the preferred delivery methods and duration of repatriation training programs?

RQ3. Who are the effective providers of repatriation training programs?

RQ4. Are there significant differences among the views of repatriates from different national backgrounds?

The issues to be included in the training also varied in the different studies. Linehan and Scullion (2002) found that re-entry training needs to focus on helping the expatriate manager and spouse to deal with the home culture both in work and non-work situations. Osman-gani and hyder (2004) find that a balanced mix of training and information to the spouses in finding jobs, schooling of the children) is necessary for the repatriates to form their expectations when returning to the home country.

The researcher’s understanding of the repatriation training program is that an effective post departure induction program can minimize any problematic factors that can limit the expat’s probability of success. Therefore, organizations should conduct an induction program for expatriates in their host countries and offer an insight into the sort of challenges they can face upon arrival to their home countries. In this way, the expats will be proactive in their responses to their family and will have a good idea of what to expect ahead of arrival.
2.10 Repatriation Process & satisfaction

Welch (1998) and Tung (1998), as reported by Suutari and Brewster (2003) argued that too little is known about the effect of international assignments on the career advancement of expatriates, and about what happens to them following repatriation.

Based on the model below, the author will illustrate the relationships between the variables. Every hypothesis will be explained hereby.

The examination of the repatriation overall satisfaction is important as this variable is an indicator of the repatriation success (Morgan, Nie and Young 2004). However, as it is said, the relation between repatriates’ satisfaction with the repatriation process and their turnover rate has received little attention in the literature (Gomez-Mejia and Balkin 1983; Hammer, Hart and Rogan 1998; Eschbach, Parker and Stoerberl 2001; Bonache 2005). In the present literature we will suggest analysing the relation between the satisfaction with the repatriation process and repatriates’ turnover. Hence, we propose the following hypothesis:

Hypothesis 1: The higher the satisfaction of the repatriates with the repatriation process, the lower their turnover.

Whether satisfaction of the repatriates with the repatriation process result in lower levels of turnover among them, it is interesting to identify the determinants of the employees’ satisfaction with the repatriation process. According to the literature, there are some organizational practices that are expected to be related to the employees’ satisfaction with the repatriation process. These factors are: professional career management; the compensation package; changes in the social status; training received to the repatriates once they have returned; general clarity regarding the repatriation process and...
organizational politics; and having accurate working expectations regarding the job that is going to be occupied upon their return.

Figure 5. Causes and effects of the employees’ satisfaction with the repatriation process

Hypothesis 2: Having professional career planning for the repatriates in the company will improve their satisfaction with the repatriation process.

The compensation system is a key factor as it affects employee behaviors and organizational outcomes, such as satisfaction or turn over rates (Arnolds and Boshoff 2000; Dolliver 2004; Ducharme, Singh and Podolsky 2005). During the international missions workers are normally compensated with a higher remuneration than in the domestic company (Scullion 1994; Webb 1996; Reynolds 1997; Black and Gregersen 1999; Shaffer et al. 1999; Selmer 2001). The purpose is to recompense them for working and living abroad (Dowling, Welch and Schuler 1990; Bonache and Fernandez 1997). However, when they return such benefits are lost and frequently the international workers find themselves with a lower purchasing power than in the foreign location (Reynolds 1997). The feelings of unfairness they experience affect their satisfaction (Folger and Konovsky 1989; Sweeney and McFarlin 1993; Chen, Jaepil and Shu-cheng 2002) and
retention rates (Alexander and Ruderman 1987; Chen et al. 2002) and generate problems of adjustment in the repatriation process (Daniels and Radelbaugh 1991; Black, Gregersen, Mendenhall and Stroh 1999).

For the above reasons, some authors, such as Cagney (1975) and Harvey (1989), argue that the compensation received by the employees after their international assignment is a major factor in motivating their performance and in increasing their satisfaction.

Hypothesis 3: The greater the compensation package back in the home country compared to the compensation the repatriates received during the international assignment, the higher their satisfaction with the repatriation process.

In general, during the expatriation, the social status of international workers and their families is higher than the one they had in their home country (Dowling et al. 1990). However, it frequently happens that their social status reduces again when they return to their own country. As a consequence, they usually suffer disappointment and disillusionment with the repatriation process (Black, Gregersen and Mendenhall 1992; Gregersen and Stroh 1997; Black et al, 1999; Hurn 1999). On the other hand, if their social status increases after being repatriated it is to be expected that their satisfaction will increase.

Hypothesis 4: The greater the increase in social status of the repatriates back in the home country compared to the social status they experienced abroad, the higher their satisfaction with the repatriation process.

Some authors suggest that there should be a connection between training received after the repatriation and the employees’ adjustment to work when they are back from an
international assignment (Black and Gregersen 1991; Gregersen and Stroh 1997; Black et al. 1999).

**Hypothesis 5**: Receiving training from the company after the repatriation will improve the employees’ satisfaction with the repatriation process.

The literature suggests that individuals need to know in advance the characteristics of the repatriation process and the organizational politics regarding the management of repatriation (Jassawalla et al. 2004). Black et al. (1992) state that the repatriation ‘work adjustment will be easier when the repatriation process is clear.

**Hypothesis 6**: The greater the clarity of the companies’ policies regarding the repatriation process, the higher the repatriates’ satisfaction with the repatriation process.

Different authors have highlighted that when individuals are abroad they develop some expectations regarding the job they will hold in the domestic organization upon their return (Forster 1994; Stroh, Gregersen and Black 1998; Riusala and Suutari 2000; Suutari and 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 they will enjoy a higher or similar level of autonomy to make decisions in the firm. Frequently, expectations employees adopt regarding the repatriation process are optimistic (Tung 1998; Pickard 1999). Consequently, problems arise when expectations are not met upon their return as individuals might feel frustrated and dissatisfied with the repatriation process.

**Hypothesis 7**: The more accurate the expectations of the repatriates about their work before returning to their home country, the higher their satisfaction with the repatriation process.
2.11 Proactive Strategies

Repatriates should be motivated by their firm’s to help themselves with the repatriation process. It is most important that employees before leaving their own country to go overseas are aware of their long term employment prospects, of what is likely to await them on return. Tung (1998) emphasis. “You do damage more quickly by bad onward career progression than anything else”. A common problem repatriate’s experience is that they are not aware of coping strategies like news gathering and using a social network for their benefit. The plan which the organizations should make is let the repatriate search for a job, that they will like, providing beforehand induction training, given a support from a senior management. Some companies make a policy to guarantee each expatriate re entry into the organization on return, but usually with the caveat that a returnee may not always be given the “right job” on a date that coincides with the date of repatriation and therefore the returnee may have to accept a holding situation for a time.

The researcher’s understanding of proactive strategies is that expatriates and their families need to be proactive by staying in contact with their firm’s and home country. This can be done by daily watching the national news, reading and subscribing to magazines & articles via internet and keeping subscribe to it. One positive action that a company can take is to debrief the returnee regarding her/his overseas experience, identifying areas where skills have been developed and assess where there are any skill gaps. Such an approach will demonstrate the company’s commitment to staff development and provide an opportunity for the employee to articulate evidence of success and any problem areas.
The repatriates need to do their homework before returning to their home countries, in areas like living conditions, children’s schooling options, and the overall effects they can face on return.

2.12 Conclusions

The purpose of this chapter was to give an overall view of the expatriation/repatriation process. The expatriation selection process, criteria, training and different modes are explained in detail. Repatriation is then defined. The repatriation process and satisfaction, adjustment, barriers in repatriation and various family issues faced are further explored.
3 Chapter 3: Research Methodology

3.1 Introduction
In this chapter the researcher discusses the research methodology which he will adopt and explain the method used in this dissertation. Ranjint Kumar (2005) addresses ‘research methodology’ that is a way of thinking examining critically the various aspects of the researcher day-to-day professional work; understanding and formulating guiding principles that govern a particular procedure; and developing and testing new theories for the enhancement of the practice.

A good research generates existing data that are derived by professionally conducted practices and that can be used realistically for decision making. Saunders et al. (2009) recommends a research onion model to derive a successful research methodology. This study is aimed to explore each layer of the research onion structure. Chapter three highlights the methodology, its philosophical position to derive a suitable research method and to provide the author with clarification, focus & consistency of research design.

It further defines the methodology formation behind research design, outlines the research objectives & posits a rational for the method use.

The chapter examines the advantages of descriptive research and provides a cohesive motivation for the use of interviews, as an effective qualitative measure of investigation. The researcher also conducts a quantitative research by distributing questionnaires internationally and will then mention both the results of its surveys in its conclusion and recommendations.
3.2 Research Philosophy
Research is based on reasoning theory and observations, data or information. (Boris Blumberg 2005). Research philosophy is a term which relates to the development of knowledge and the nature of knowledge. In research it means developing knowledge in a particular field. Saunders et al. (2007) recommends a research onion model to derive a successful research methodology.

![Research Onion Model]

(Source: Saunders et al, 2007)

Figure 6. The research union

3.2.1 Positivism
Auguste Comte, an early proponent of positivism, said that all good intellects have repeated, since Bacon’s time, there can be no real knowledge but that which is based on observed facts.
Walliman (2006) defines positivism as an application of natural sciences to the study of social reality. Positivism is really quite a structured approach taken by the researcher and this methodology helps to replicate or test theory. Here the author will make interpretations about the data that will be collected. These interpretations will be quantified and generalised using with some form of statistical analysis (Saunders, et al, 2011) thus its application within the natural sciences to the study of a subject in a social reality. This approach is deductive in nature when the research develops a theory and then subjects it to testing in the form of measurable hypothesis.

3.2.2 Realism
Realism is a research philosophy sharing principles of positivism and interpretivism. (Boris Blumberg 2005). Like positivism, its exponents believe that social sciences can rely on the research approach dominant in the natural sciences. More specifically, it accepts the existence of a reality independent of human beliefs and behavior. However, it also concedes that understanding people and their behavior requires acknowledgement of the subjectivity inherent to humans.

Realism is rather similar to positivism in which it implements a scientific approach for creating and developing knowledge (Saunders, et al, 2009). In this philosophical approach, what our senses perceive is what we consider the truth, and that objects have existence independent of human mind (Saunders, et al, 2009). Accordingly, realism argues that human’s perception of what is a truth change as they gain more knowledge or as they gain experience. As a result, when a researcher adopts the realism approach his perception of truth will be changing constantly.
3.2.3 Interpretivism
Unlike positivists, interpretivists hold the view that the social world cannot be understood by applying research principles adopted from the natural sciences and propose that social sciences require a different research philosophy. (Boris Blumberg 2005). It explains the basic principles of interpretivism which are:

- The social world is constructed and is given meaning subjectively by people
- The researcher is part of what is observed
- Research is driven by interest

Interpretivism is another philosophical approach, which stresses on the importance of differentiating between humans in our role as social actors (Saunders, et al, 2009). Furthermore, this approach is more appropriate when conducting research in specific fields such as business, leadership and management. More specifically, when the research is in relation to understanding areas such as: organizational behavior, marketing, librarian management and human resource management. This perspective suggests the research needs to understand the difference between humans as social actors. This adaptation is highly important because the challenge occur when the researcher attempts to enter the social world of the research subject and perceive their world from their point of view.

According to Saunders et al (2007), neither one philosophy is better than the other. In general, for business and management related research a mixture of positivism and interpretivism is used, which offer more flexibility to do the research properly.

The researcher believes in a mixture of philosophies: positivism and interpretivism. Though, the researcher is more inclined towards positivism and believes in gaining knowledge from quantitative approach but he is also interested in interpreting results from qualitative analysis of data as well. Positivism is about testing theories. It also
implies that no research can be done without influence from pre-existing theories. On the other hand interpretivism approach proposes to find out the details of the situation to understand the reality behind the subject. The reason interpretivism is also suitable for this study, is that it will emphasis on the various transferred HR practices and policies which are part of the studying of MNCs and if dealt appropriately can ease the uncertainty of repatriates when they reach home after coming back from their foreign assignments. Thus the researcher has used a combination of both philosophies during this research.

3.3 Research approaches
There are two types of research approaches that can be taken by the researcher: these are inductive and deductive approaches. (Saunders, et al, 2011).

3.3.1 Inductive
Inductive approach is used when the researcher is developing theory from observations and empirical evidence, thus being more flexible by its nature. It is highly associated with the interpretivism philosophy. Inductive approach allows the researcher to provide subjective reasoning with the help of various real life examples (Ridenour, Benz and Newman 2008).

3.3.2 Deductive
Deductive approach refers to the development of a research hypothesis or hypothesis which tests theory and the design of the research strategy and is used to test this hypothesis or hypotheses that are then exposed to testing.

There are several stages employed within this research process.

1. Deducing a hypothesis from existing theory.
2. Stating the hypothesis or hypotheses in operational terms.

3. Testing the hypothesis or hypotheses (collection of data)

4. Examining the outcomes of the testing of the hypothesis or hypotheses.

5. Modifying theory based on the findings.

---

**Figure 7. major differences between research approaches**

Major differences between approaches Saunders et al, (2009)

The researcher will choose a deductive approach, as when he will state his research hypothesis, he will test his theory and the design of his research strategy. The deduction approach will further help in the research by manipulating and validating of the data, the need to define the casual relationships between variables and the independency of the research of the highly structure approach that will be stated in the research.
The researcher by choosing deductive approach will deduce hypothesis from existing theory and then will state his quantitative research data and use it in his primary research.

As a result of the quantitative research, this study will follow an approach that will further explain the main factors of change occurring on repatriates when they return back home and confront an abrupt change on their arrival to their home countries. This approach will aim to understand and explain more on repatriates, working well among employees and being in discipline from the cultural, national and international stance, which will further make a healthy environment of an organization in which repatriates can feel comfortable while performing their jobs.

HRM is one of the most demanding sectors in the real world organizations, as repatriates are considered main players in the international human resource management (IHRM). So the researcher emphasis on the training, effectiveness and recruitment of the repatriates so that they face minimal uncertainty and adjustment problems on their return to home from foreign assignments.

3.4 Research strategy
In this section we will discuss the three layers: research strategies, research choices and time horizons. These three layers can be thought of as focusing on the process of research design, turning your research question into a research project (Robinson 2002). Each research strategy can be used for exploratory, descriptive and explanatory research (Yin 2003).
Figure 8. Designs of research strategies

The research strategy is the approach used by the author for answering the research objectives. According to Saunders et al. (2009), there are several strategies that can be used or followed when doing research, these are: experiments, surveys, case study, action research, ethnography and archival research. The research strategy which the author has used is descriptive. A descriptive study can be just as demanding of research skills as the causal study, and we should insist on the same high standards for design and executions. (Boris Blumberg 2005). Descriptive research requires a planned and
structured design; it can be an attempt to determine how often something may happen or the extent to which two or more variables are related. Effectively the aim of descriptive research is to describe something in particular. The author has chosen to use a descriptive research design in this study as it is the method that is most suitable. An in-depth interview and expert survey is utilised as the method of primary research. Choosing a suitable research design will help the author understanding time limitations, dissertation management, and the successful dissertation delivery. As for this study, the author will employ in-depth interviews and distribute questionnaires to the repatriate managers working in the multinational corporation internationally and this will be a suitable research strategy to explain the research findings. The purpose of this study is to understand the effects of the repatriation on managers coming from foreign assignments. As a result, using interviews and questionnaires in the research will help the author in gathering data, which will provide rich information about the uncertainty faced by the repatriates when returning home.

3.5 Research choice
There are numerous choices for research methods. These are: mono-method, mix-methods and multi-methods. The figure below indicates a diagram for the research choices.
Figure 9. Research Choices

Alan bryman, emma bell. 3rd edition. 2011

The researcher has used the mixed method, by concentrating and comparing on both the qualitative and quantitative strategies results and will create a move overall so that he can more focus on the said topic area which he has chosen for his dissertation.

3.6 Data collection & data analysis

3.6.1 Type of Data Collected
In this section an identification of the type of data collected to answer the research question must be identified. Generally, an author can use primary, secondary, or a combination of both. According to Saunders et al. (2009), most research questions are answered through a combination of primary and secondary data. In order to answer the research question and meet the objectives of this study, the researcher has used both primary and secondary data accordingly.

3.6.1.1 Secondary Research Data
Secondary data is information or data that has already been collected and recorded by someone else, usually for other purposes. (Donald R. Copper & Pamela S. Schindler).

Data which is already collected and not devised or controlled by research is called secondary data sources (Brannick & William, 1997).

The main source of secondary data in this research was collected from Emerald database. Another source for secondary data were peer evaluated journals and texts books. Previous dissertation sample books also contributed in the knowledge of the author about the structure and the object.
The author conducted Secondary research to prove useful reviewing of the research topic. He collected secondary Research data from several academic online journals, to give an overall perspective about expatriation and repatriation.

The internet was used extensively for reading journals to find how different writers had given detail notes on expatriation/repatriation. Articles such as “The repatriation process—a realistic approach” by Akmal S. Hyder and Mikael Lovblad. Repatriation by Mishra Jitendra were of great use when searching for information for the topic.

It is clear from my detailed explanation under various heading that a lot of information has been teased out from the academic journals with diagrams where they were necessary.

### 3.6.1.2 Primary Research Data

Primary source of data is considered as the original source of work of research without any interpretations and declarations representing an official opinion (Cooper et al, 2008).

Primary data collection methods are:

1. Qualitative method
2. Quantitative method

**Qualitative method**

Qualitative data collection method used in understanding and describing the world of human experience that generates or use non-numerical data such as interview technique (Maylor and Blackmon, 2005). They are mainly three types of interviews.

They are

- Structured interviews
- Semi-structured interviews
Unstructured or in-depth interviews

Denscombe (2003) states that interviews principally result in qualitative data and are useful means of supplementing the researcher’s data on a given subject as they allow for exploratory and open ended questions.

The choice of a semi-structured interview was due to it giving order to the interview and allowing for deviation and probes into areas of interest, which may have been highlighted in the respondent’s answers.

The researcher thinks that, this is particularly applicable to this dissertation. As the semi-structure technique will aid the production of a piece of academic research which will build on existing “broader” literature and furthers the knowledge of the topical area. It is also a useful reminder to note that virtually every major HR (human resource) consultancy firm uses semi structure interviews.

Quantitative method

Quantitative method is a research method that relies less on interviews, observations, small numbers of questionnaires, focus groups, subjective reports and case studies but is much more focused on the collection and analysis of numerical data and statistics.


The researcher chose a combination of qualitative & quantitative method of collecting data in the form of interviews and questionnaires for the purpose of his primary research. He managed to book time as to conduct online interviews via Skype with the repatriate managers who had finished their jobs at foreign assignments and were back to their home countries. The interviews conducted via Skype went well and the key answers responded accordingly. The quantitative method was distributing
questionnaires mostly via my hotmail & yahoo emails accounts, through LinkedIn and by hand, as it was easy and less time consuming. This was the first time an account was made by the researcher on linked in, so as to distribute my questionnaires. He was asked for a letter from the admin of LinkedIn stating that he was doing research, a written letter by his supervisor David Hurley which was printed out on the very first day of their meeting. The cost element of sending emails and posting questionnaires online was low and therefore they were sent to many national and multinational companies around the globe. He seemed to get a better response from the e-mail, linkedin and social networks as the respondents found the questionnaire easy to fill out in less time period.

Overall he found the qualitative technique to be more successful than the quantitative, as they were only three managers interviewed. The author while taking interviews found it more realistic and understandable as it was a direct conversation with the managers with predetermined questions. From the quantitative research he got substantial replies from various institutions, internationally asking them for a more detailed response to closed questions.

Questionnaire Administration

“A questionnaire is a written list of questions to which answers are recorded by respondents” (Kumar, 2005:126).

According to Saunders et al (2007) questionnaires can be used for descriptive research such as questionnaires on organisational practices. It enables the researcher to identify and describe the variability in different phenomenon.
In this research, the author chose the design of the questionnaire by making use of a combination of closed and open ended questions.

The author designed the questionnaire in a reader friendly way as to make it easy for the respondent to read, understand and fill out. The main objective of this questionnaire was to determine the main reasons regarding the repatriate experiences, problems with the repatriation process, their training both before departure and after arrival and to establish if there were any programs in place to deal with these employees working in their organizations. These were divided into four sections.

The first deals with the general information which included close ended questions like sex, age, time spent abroad and the length of time they have been back in their home countries.

The second section deals with the expatriation/repatriation process related questions, their reasons to take up the foreign assignments, before leaving did the expats discuss the general things with the management, did they receive pre-departure training. Here, they were also asked whether there was a program in place for them when returning from their foreign assignment.

The third section deals with the possible barriers to re-entry and the fourth section details the independent variables which are asked by the respondents on their view and the significance of their experience.

For the questionnaire the author proposed a web-based survey technique. Internet web-based survey method is popular as this method is economical, quick to implement and can target to a large population (Nardi, 2006). Referring the suggestion given by Bryman and Bell (2007), a pilot test or study was conducted on the questionnaire before
administering the self administered questionnaire to the proposed sample to ensure that
the survey questions as well as the research instrument as a whole functions efficiently.

3.7 Data analysis, Editing and Coding
In the present day market, there are different software’s available for analysing and
coding the raw primary data which are collected by the author. In this research, the
author used the statistical tool SPSS (Statistical Package for the Social Sciences) data
analysis.

3.8 Population and Sampling design
Saunders et al (2007) note that population within the term sampling, is not used in its
normal sense as full sets of cases need not be people. (Bryman2007), define population as the universe of units from which a sample is
collected.

The population from which the sample for this research is taken are the repatriate
managers who are back to their home countries from their foreign assignments. It is not
realistic for the author to go and visit the entire population in every single organization
internationally and conduct his survey, so what he did was a random sampling design
test among organizations around the globe.

So, in this research the preferred sampling frame is the selected repatriates in an
organizations. The amount of questionnaires that were sent online and by hand were 120,
from which 75 came back, filled by the recipients, which the author decided to mention
in his research. To distribute the questionnaires, he used his social contacts and emailed
all his friends and colleagues present on his hotmail, yahoo, face book & LinkedIn
accounts. He posted his questionnaire on linked at HR & Sub Groups by getting
permission from the chief community operations Mr. Steve Madsen and by emailing him a letter written by his supervisor, David Hurley (appendix1).

For my Qualitative research I conducted interviews with the repatriate managers via Skype, these managers are now living in their home countries and have finished foreign assignments. This gives the readers an insight into the experiences both positive and negative of the repatriates.

3.9 Ethical Issues
Ethics is the study of the right behavior and addresses the question of how to conduct research in a moral and responsible way. (Donald R. Copper Pamela S. Schindler).

Ethics are described as the appropriateness of the researcher behavior in relation to the rights of those who become the subject of the research (Saunders et al, 2007). The ethical issues which can affect this research is the maintenance of privacy as well as confidentiality of the data provided by the participants and protecting the participant’s anonymity, consent of the participants and providing the complete details of the research objectives if asked for by the participant. It was mentioned on the questionnaire that all of the information related with the respondents which is taken for this research is only for academic purposes and will be kept confidential.

3.10 Conclusion
This chapter has dealt with the research philosophies. The mixture of philosophies, researcher have used is explained for both primary and secondary research. Further more research approaches which were used in the study is stated and then the use of research choice is explained. By Summing up Population, sampling and the use of ethics
are then mentioned. The next chapter contains all my research findings from my primary research.
4 Chapter 4: Research Findings

This chapter will explain the results of the primary research the author carried out in various different national & multinational companies around the globe. The author has split the questionnaire into four sections. Section 1 is the general information of respondents, Section 2 contains expatriation/repatriation related questions, Section 3 states the barriers to re-entry, Section 4 are the independent variables. All of these are derived from the responses which are got from the questionnaire (see Appendix). Some of the companies that responded were Barclays Bank, lummas & thysen, Deutsche Bank, Doha Bank and Saudi Airlines.

4.1 Quantitative Research strategy
Quantitative research can be constructed as a research strategy that emphasizes quantification in the collection and analysis of data and that:

- Entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of the theories;
- Has incorporated the practices and norms of the natural scientific model and of positivism in particular; and
- Embodies a view of social reality as an external, objective reality.

(Bryman 2011)
Diagram .1.1

Section 1 – The general Information

Q.1. Gender?

The Largest percentages of respondents were males with 56% and there was a response of 43.% from the females. This is shown in the pie chart above. Diagram 1.1.

The age of respondents ranged from 20 years of age to 60 and over. The Largest percentage respondents were 30-39 with 42.% as shown on the following page. The diagram shows the percentages of how many males and females dealt in the repatriation process.
Table A.

The pie chart shows the most popular age of the respondents was between 30-39 with least respondents being 60 or over, stating 4%. As can be seen from the Table B the majority of respondents were single with 43%. The married respondents were around 41% closer to the respondents who were not married. The respondents who were
divorced were around 15%. The table shows substantial responses from single respondents.

**Diagram 1.3**

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>32</td>
<td>43.84%</td>
</tr>
<tr>
<td>Married</td>
<td>30</td>
<td>41.10%</td>
</tr>
<tr>
<td>Divorced</td>
<td>11</td>
<td>15.71%</td>
</tr>
</tbody>
</table>

Table B


**Conclusion**

This section shows an overall types of respondents that were answering the questionnaire. As can be seen the majority of respondents were single males which are counted 32, the rest being married and divorced, which were 30 and 11 respectively. My view on repatriation is that there are several problems faced by repatriates on their return to their home countries. I expected most of the repatriates to face higher rates of problems, that they will resign from their jobs, because of not adjusting in the environment of their organizations on coming back from foreign assignments.

<table>
<thead>
<tr>
<th>Length of assignment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 6 mths</td>
<td>28</td>
<td>41.17%</td>
</tr>
<tr>
<td>7-12 mths</td>
<td>11</td>
<td>16.17%</td>
</tr>
<tr>
<td>13-24 mths</td>
<td>16</td>
<td>23.53%</td>
</tr>
<tr>
<td>More than 25 mths</td>
<td>13</td>
<td>19.12%</td>
</tr>
</tbody>
</table>

Table C. Length of Foreign Assignment
Q4. Where did you spent your last foreign assignment? How long was that assignment?

The countries that the repatriates had visited included UK, Mexico, Dubai, Ireland, United States, Saudia, Pakistan, Bahrain, Iraq, Singapore, France, Australia, and Ukraine.

The above diagram highlights the time spent abroad by the expatriates internationally. The most lengthy time period spent abroad by repat’s was more than 25 mnths. And the lowest was by 28 repat’s and the time duration was < 6 months.
### Table D. Length of time abroad

<table>
<thead>
<tr>
<th>Length of time abroad</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
<td>20</td>
<td>28.57%</td>
</tr>
<tr>
<td>1-2 Yrs</td>
<td>19</td>
<td>27.14%</td>
</tr>
<tr>
<td>3-4 Yrs</td>
<td>15</td>
<td>21.43%</td>
</tr>
<tr>
<td>5+ Yrs</td>
<td>16</td>
<td>22.86%</td>
</tr>
</tbody>
</table>
Q.5 What is the total number of years you have spent working on foreign assignment for any organization?

The respondents were asked about the total length of time they spent abroad taking into account every assignment they took part in. The repatriates that spent the most time period on foreign assignment were 16 and the time period was 5+ years. And the lowest were 20 repats, they spent <1 year abroad.
<table>
<thead>
<tr>
<th>Reason of assignment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>19</td>
<td>29.69%</td>
</tr>
<tr>
<td>Foreign Exp</td>
<td>22</td>
<td>34.38%</td>
</tr>
<tr>
<td>Advancement Career</td>
<td>19</td>
<td>29.69%</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>6.25%</td>
</tr>
</tbody>
</table>

Table E

*Expatriation/repatriation process related questions*

Q.6. What were your main reasons for taking up a foreign assignment?

I was interested in the above question, as I was looking forward to seeing the motivation behind taking up a foreign assignment. I also wanted to interlink the age of the respondents, the time they were back home and the reason why they went abroad. I found that the biggest response was from the executives who were aged between 30-39, had been home for more than 19 months and had gone abroad to gain foreign experiences.

Table E illustrates the varieties of percentages of the repatriates taking up their foreign assignments. The reason were then split into four parts, foreign experience, advancement in career, financial reasons and others.

Repatriation is a complex process, generating similar issues to those encountered when managing expatriation (Engen, 1995; Swaak, 1997).

One area of career management has been little explored or recognized in human resource management; supporting repatriates upon their return from an overseas posting (Black, Gregersen et al. 1992; Lazarova, 2001; Swaak, 1997).
According to (Chew, 2004; Latta, 1999) the increasing globalization of business has led to an expansion in the range of personnel that is sent overseas to work and gain experience. Engineers, information technologists and other specialists are increasingly moving into a globalized work arena. The information I have gathered helps in the process of what can motivates the repatriate managers on their return to their home countries.

Employees with an outstanding track record prior to their expatriate assignment should be nurtured and well positioned upon their return. This would not only provide a sense of career continuity, but would demonstrate the value the company places on expatriate assignments (Allen, 1998; Black, 1992; Mon et al., 2005; Swaak, 1997).

International firms can influence their employees commitment by developing effective strategies for repatriation (Gregersen, 1992). Such policies and practices have significantly reduced high repatriation turnover in many US multinationals (Harvey, 1989; Latta, 1999; Stroh, 1995).

34% of my respondents said they went abroad to gain foreign experiences. If a significant number of the company’s senior managers have international experience the company sends an effective signal to its employees that international experience counts (Adler, 1981; Scullion and Brewster, 2001).

Repatriation follows expatriation for the vast majority of assignees, but we understand little beyond how it parallels adjustment to going overseas (Gregerson & Stroh, 1997). Martocchio, 2009, many organizations give substantial monetary incentives to expatriates, such as bonuses for taking on a foreign assignment and hardship allowances.
An international employee identity may continue to be meaningful to repatriates because individuals tend to incorporate the characteristics of past roles into their own identity as they experience role transitions (Stryker, 1980). This is especially true when persons feel rewarded for taking part in a previous role.

29% of my respondents said they went abroad because of advancement in their career. An employee can advance their career if they go abroad but it can also have some serious drawbacks. Despite the substantial costs involved in developing the potential of high caliber employees to take and hold expatriate roles, these same people are often dissatisfied on their return to their homelands (Napier and Peterson, 1991; Suutari and Valimaa, 2002; Tung 1998). It has been reported that up to 25 percent of repatriates wish to leave the company after return to a ‘normal post’ (Abueva, 2000; Adler, 1991; Black and Gregersen, 1990). It represents a significant loss the cost of losing a single repatriated employee has been estimated to be as high as $1.5 million (Abueva, 2000; Black, 1992; Peck, 1997). Mendenhall, Ounnett, & Ricks, 1995 had a response of 30-50% of American employees being ineffective in their positions overseas. They found that the employees are having difficulty adjusting to the climate of the foreign assignment.

29% of my respondents said that the reason they took up the foreign assignment was for financial gain. I was surprised, as this was the same percentage response I got for the advancement of career from the respondents.

Drawing on identity theory (Burke, 1991; Stryker, 1980; Swann, 1990), we next propose that repatriates who view their international employee role identity as meaningful are motivated to affirm this particular identity. In doing so, they compare their available
work arrangements and benefits, such as autonomy, responsibility, pay and promotional opportunities, to those offered to peers who lack international experience.

When the employees return back to their home countries they face financial pressure. This is a result of foreign compensation and the fringe benefits which they used to enjoy while being on foreign assignment and are no longer are entitled to.

This change in pay results in stress because the life style of the repatriate is dramatically changed Michael G. Harvey (1989).

“The higher cost of living when returning has a major impact on the executive and their family.” The family has to re-establish their household with increased costs for housing, furniture and appliances” Harvey (1989).

When the expats assigns himself for a foreign assignment they don’t account things like bonuses, allowances and pensions, but do realize after reaching home country.

The least were others, who scored 6% on the pie chart and had various other reasons. I was surprise when going through the percentages, as I was expecting more respondents to go for financial gains.

<table>
<thead>
<tr>
<th>Back from Assignment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 6 Mths</td>
<td>19</td>
<td>28.36</td>
</tr>
<tr>
<td>6-12 Mths</td>
<td>12</td>
<td>17.91</td>
</tr>
<tr>
<td>13-18 Mths</td>
<td>14</td>
<td>20.9</td>
</tr>
<tr>
<td>19-Mths</td>
<td>22</td>
<td>32.84</td>
</tr>
</tbody>
</table>

Table F
Q7. How long you have been back from your home country since your foreign assignment?

The diagram 1.7 illustrates 22 respondents came back 19+ months from the foreign assignments, 19 respondents returned <6 months, 14 were back around 13-18 months and 12 were at home since 6-12 months.

<table>
<thead>
<tr>
<th>Reasons fulfilled</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>67.16%</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>32.84%</td>
</tr>
</tbody>
</table>
Q.8 Were these reasons fulfilled?

The response I got from the above question was more positive than negative. 67% of my respondents said that their reasons for going on foreign assignments were fulfilled while 32% were not satisfied on going abroad. On asking them what were the reasons of accomplishments, they answered positively that it was their first experience in developing country, their own choice of working environment abroad which helped in doing their work when they returned home. Some were happy because of financial
gains. Others mentioned they were not happy because of job requirements. There was a mix of answers recorded from my respondents.

<table>
<thead>
<tr>
<th>Impact Discussed</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>63.24%</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>36.76%</td>
</tr>
</tbody>
</table>

Table H

Diagram 1.9

Q.9. Before you left for your foreign assignment did you discuss the impact and general things to expect with management?
The respondents to this question answered Yes and were ranked at 63% and 36% said No.

<table>
<thead>
<tr>
<th>Hours of training</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Hrs</td>
<td>22</td>
<td>47.83%</td>
</tr>
<tr>
<td>3-6 Hrs</td>
<td>12</td>
<td>26.09%</td>
</tr>
<tr>
<td>7-12 Hrs</td>
<td>6</td>
<td>13.04%</td>
</tr>
<tr>
<td>13+ Hrs</td>
<td>6</td>
<td>13.04%</td>
</tr>
</tbody>
</table>

Table I

Q 10. Was Pre-Departure Training offered to you before returning to your home country?
Diagram 1.10

Q 11. How many hours of training did your company provide before returning home?

Out of my 75 respondents <3 hrs training was provided to 47%, 3 to 6 hrs training was provided to 26%, 7 to 12 hrs training was provided to 13% and 13+ hrs training was provided to 13% of the repatriate managers.

According to the research conducted by University of Westminster and the CBI Relocation Council (1993) companies, unless they are forced drastically to reduce staff are anxious to retain valued employees, and therefore HR Departments, together with senior management, need to establish a credible policy on repatriation. It is most important that employees before leaving their own country to go overseas are aware of their long term employment prospects, of what is likely to await them on return.
Tung (1998) emphasises “You do damage more quickly by bad onward career progression than anything else”.

According to Chew 2004, A study of organizational repatriation policies and processes identified some significant issues relating to good practice.

Firstly, while it was understood that the family and spouse were important in achieving successful repatriation, there was little focus on these participants in the selection process, or in the subsequent policies and processes of preparation and debriefing. Cost was cited as a major reason for this omission. Second, technical competence remains a significant criterion for success, although there is evidence of increasing recognition of personal and relational attributes as factors to consider.

<table>
<thead>
<tr>
<th>Support Program</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>28.36%</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
<td>71.64%</td>
</tr>
</tbody>
</table>

Table J
Diagram 1.11

Q.12 Were there any other organizational supports/program to help re-integration before you come home?

Was Pre-Departure Training offered before returning to your home countries?

The pie chart explains that 28% of my respondents replied positive and 71% respondents replied in negative by stating that most of them didn’t have any re-integration support/program before coming home. By now it is obvious that repatriates experience various problems when returning to their home countries.

Repatriation presents one of the most complex sets of issues facing international human resources managers today. Successful re-entry means that the employees reaps career and personal payoffs for the overseas experience, and that the company enriches its
organization through the addition of the international competencies of its repatriated employees. (Solomon, Charlene Marmer).

While reading various academic journals, I came across a real life example of Intel, the $8 billion-plus computer chip maker located in Santa Clara, California with almost 30,000 employees, makes a strong efforts to keep expats involved in the organization throughout the international assignment. Employees in the company’s sites around the world keep in touch frequently via phone, email and video conferencing. In an effort to keep employees and their families informed and aware of intel’s business agenda, the company created several books detailing various aspects of the expatriation experience, including information about considering an assignment (for family as well as employees). One important component deals with repatriation.

The book details the cycle of re-entry shock and why re-entry may be difficult. It raises questions that people may not think of on their own, such as let down that occurs upon return and the lifestyle/benefits that will change when they go home. It prepares them for feeling alienated and distanced from their friends and colleagues, and addresses the family issues such as children who might have a difficult time fitting in when they go back to school. “The repatriation piece is probably the most often overlooked part of the assignment”. Says Sharon Richards, Intel intercultural training program manager.

Thorough the repatriation booklets, Intel’s re-entry process begins well before repatriation. “We believe in training because you need to set realistic expectations for the employee and the family. You’re going to have a better shot at success.” Richards had repatriated employees participate in predeparture training and culture specific training when ever possible. Not only the expats who are on international
assignment enjoys, but their word of mouth helps to prospect the international assignment.

Diagram 1.12

Q.13 Were these programs effective for you?

<table>
<thead>
<tr>
<th>Were programs effective?</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
<td>44.64%</td>
</tr>
<tr>
<td>No</td>
<td>31</td>
<td>55.36%</td>
</tr>
</tbody>
</table>

Table K

On the above chart it illustrates that 44% of my respondents answered yes, but majority of them which is 55% said No, because of minimum support programs offered by their organizations. Here I will state an example which I came across while reading academic journals.
Coherent, Inc., a $200 million Santra Clara, California based company that makes scientific and medical lasers, has an innovative approach to repatriation. They came up with a strategy to make the repatriation programs easier and more effective for the repats. The company has 1,500 employees overall and about 400 in the medical division, with sales and service offices in the United Kingdom, France, Germany, Japan and Hong Kong. The company’s inventive programs brings people back to the United States on a short term project before they’re repatriated. Employees who are ready to come back to the United States return for a couple of months to do projects that they’re very qualified to do. Then, they go back to their host country to wrap things up before coming back full time. In this way repats gain confidence within themselves and an effective support from the organizations.

**Barriers to re-entry**

<table>
<thead>
<tr>
<th>Financial Pressure</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7</td>
<td>10.29</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
<td>13.24</td>
</tr>
<tr>
<td>3</td>
<td>34</td>
<td>48.53</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
<td>17.65</td>
</tr>
<tr>
<td>5</td>
<td>7</td>
<td>10.29</td>
</tr>
</tbody>
</table>

Table L
Diagram 1.14

Q.14 I had financial pressure when I returned to my home country

The pie chart illustrates the percentage of my respondents who faced financial pressures when they returned to their home countries after finishing up their foreign assignments. The highest percentage shows up by 48% of the respondents states that the financial pressure on them acted as a mediator, when they returned home. The lowest is recorded as 10% and these are the repatriates who strongly agree that they had financial burden on returning home.
Diagram 1.15

My family had problems when returning.

The pie chart states the percentage of respondents that faced family problems when returning back home from their foreign assignments. The chart shows the highest percentage which is 41% of the respondents stating that the family problems they had were of medium nature, while 8%, the lowest percentage, strongly agree they had family problems. Here I will mention a repatriation program launched by Monsanto’s Corporation, which is based in Brussels, a company that takes international human resources planning seriously.
Monsanto’s repatriation program focuses more on family matters than just business. Sometimes the difficulty with repatriating has to do with personal adjustment which affects the business. The program introduces a debriefing segment which is a conversation aided by a facilitator who has an outline to help the expatriate cover all the important aspects of the repatriation.

David Cissell, an expat on returning after three months, says, “It sounds silly, but it’s such a hectic time in the family’s life you don’t have time to sit down and take stock of what’s happening. You are going through the move, transitioning into a new job, a new house, the children may be going to a new school. This is a kind of oasis,” he says, “a time to talk and to put your feelings on the table. The counselor (who acts as a consultant) leads one through and helps him understand what he is experiencing”.

The debriefing segment serves several purposes; it allows the employee to share important experiences, it enlightens managers, colleagues and friends about his or her expertise and it allows the sharing of information so that others within the organization can use some of the global knowledge.

<table>
<thead>
<tr>
<th>Reestablish</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7</td>
<td>10.29</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
<td>26.47</td>
</tr>
<tr>
<td>3</td>
<td>19</td>
<td>27.94</td>
</tr>
<tr>
<td>4</td>
<td>11</td>
<td>16.18</td>
</tr>
<tr>
<td>5</td>
<td>13</td>
<td>19.12</td>
</tr>
</tbody>
</table>
Diagram 1.16

It was difficult to re-establish myself into the firm.

The highest percentage of respondents were ranked at 27% which is of medium nature of responses and the lowest were counted at 10%, who strongly agree they had difficulties to re-establish themselves into the firm.
Table N

<table>
<thead>
<tr>
<th>Lack of training affected</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>7.58</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
<td>13.64</td>
</tr>
<tr>
<td>3</td>
<td>28</td>
<td>42.42</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
<td>18.18</td>
</tr>
<tr>
<td>5</td>
<td>12</td>
<td>18.18</td>
</tr>
</tbody>
</table>

Diagram 1.17

Lack of training affected me setting back in
On the pie chart, 42% of the respondents said that lack of training affected them setting back in which is a medium size in nature. And 7% of them strongly agree that lack of training did had a major role in affecting them settling back in their home countries.

<table>
<thead>
<tr>
<th>Stressed</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
<td>8.82</td>
</tr>
<tr>
<td>2</td>
<td>13</td>
<td>19.12</td>
</tr>
<tr>
<td>3</td>
<td>26</td>
<td>38.24</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
<td>17.65</td>
</tr>
<tr>
<td>5</td>
<td>11</td>
<td>16.18</td>
</tr>
</tbody>
</table>

Table O
Stress came as a result of all of the above issues

Diagram 1.18

The pie chart illustrates that 38% of my respondents voted that the amount of stress which came from the above issues were of a medium size in nature. And 8% of them strongly agree that stress did act as a major player from all the above issues.

Foreign experiences can have some serious drawbacks.

Sussman’s 2002, long term (more than ten years) and deep change perspective, expatriates who retain their home culture identity throughout the international assignment process have reduced repatriation stress. However, those who modify their cultural identity to fit into a host culture are more likely to experience difficulty returning home.
Independent Variables

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>11</td>
<td>15.94</td>
</tr>
<tr>
<td>2</td>
<td>14</td>
<td>20.29</td>
</tr>
<tr>
<td>3</td>
<td>34</td>
<td>49.28</td>
</tr>
<tr>
<td>4</td>
<td>8</td>
<td>11.59</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>2.90</td>
</tr>
</tbody>
</table>

Table P
Diagram 1.19

Position you hold in the organization

The chart displays that 49% of the respondents said that the position they were assigned in their organizations when were repatriated had a medium impact on repatriation. While 15% replied that it was very significant impact on their positions which they were assigned when were repatriated.

Black, Hal B. Gregersen and Mendenhall, 1992, 60% to 70% of repatriating employees didn’t know what their positions would be before they returned home. Sixty percent said their organizations were vague about repatriation, about their new roles within the company and about their career progression. Moreover, they felt the finns disregarded their difficulties in adjusting back to life in the United States. When American expats found jobs within their companies, 46% had reduced autonomy and authority. And contrary to the reason that many Americans take international assignments, the idea of advancement only 11% were promoted. Black and Mendenhall found that 77% of Americans actually took jobs at lower levels than their international assignments.

It's no wonder that 10% of expatriates leave their company within a year after returning home and 14% leave between two and three years, according to the Global Relocation Trends Survey Report.
<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>14.71</td>
</tr>
<tr>
<td>2</td>
<td>26</td>
<td>38.24</td>
</tr>
<tr>
<td>3</td>
<td>26</td>
<td>38.24</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>5.88</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>2.94</td>
</tr>
</tbody>
</table>

Table Q

Diagram 1.20

Duration of Assignment
In the above chart it’s surprising that two percentages are recorded of the same figures which is 38% and are close to significant and medium nature. The respondents that were very significant of the duration of their assignment were recorded at 14% and the lowest were recorded at almost 2.94% which had no significant at all over the duration of the assignment.

<table>
<thead>
<tr>
<th>Age Effects</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
<td>8.82</td>
</tr>
<tr>
<td>2</td>
<td>24</td>
<td>35.29</td>
</tr>
<tr>
<td>3</td>
<td>28</td>
<td>41.18</td>
</tr>
<tr>
<td>4</td>
<td>7</td>
<td>10.29</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td>4.41</td>
</tr>
</tbody>
</table>

Table R
Age

41% of my respondents gave their answer by stating that age had a medium effect on their repatriation. But the majority of them who were very significant were 8%, who did had a major impact of their age while they were repatriated.
<table>
<thead>
<tr>
<th>Cultural Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8</td>
<td>11.94</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>28.36</td>
</tr>
<tr>
<td>3</td>
<td>33</td>
<td>49.35</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>7.46</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>2.99</td>
</tr>
</tbody>
</table>

Table S

Diagram 1.22

Previous cultural Experience
Previous culture experiences had an impact on my respondents and were recorded at 49% which is of a medium nature and those respondents who had very significant impact on them of previous culture experience were 11%.

<table>
<thead>
<tr>
<th>Effect on family</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>7.58</td>
</tr>
<tr>
<td>2</td>
<td>23</td>
<td>34.85</td>
</tr>
<tr>
<td>3</td>
<td>26</td>
<td>39.39</td>
</tr>
<tr>
<td>4</td>
<td>8</td>
<td>12.12</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>6.06</td>
</tr>
</tbody>
</table>

Diagram 1.23
Effect on Family

The chart illustrates that 39% of the respondents had a medium effect of family while the process of repatriation and the least accounts 7% who had very significant effect of family on them.

<table>
<thead>
<tr>
<th>Easiest</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>14</td>
<td>26.92</td>
</tr>
<tr>
<td>2</td>
<td>14</td>
<td>26.92</td>
</tr>
<tr>
<td>3</td>
<td>24</td>
<td>46.15</td>
</tr>
</tbody>
</table>

Table U

Diagram 1.24
Q. 15 Which was easiest for you?

The response of the respondents when asked what was easiest for them i.e, adjusting to foreign assignment or re-adjusting is explained on the above pie chart. 46% had an equal difference, where as 26% of respondents stated that adjusting foreign was easy for them and by surprise the same percentage of respondants replied that re-adjusting after returning home was easiest for them.

<table>
<thead>
<tr>
<th>Living Expenses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9</td>
<td>13.43</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>28.36</td>
</tr>
<tr>
<td>3</td>
<td>26</td>
<td>38.81</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>5.97</td>
</tr>
<tr>
<td>5</td>
<td>9</td>
<td>13.43</td>
</tr>
</tbody>
</table>

Table V
Diagram 1.25

Living Expenses

38% of respondents said that living expenses has a role on successful expatriation which is of medium nature, but 13% said that living expenses is of most importance factor for them on a successful expatriation.
### Table W

<table>
<thead>
<tr>
<th>Family Life</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>13</td>
<td>19.12</td>
</tr>
<tr>
<td>2</td>
<td>20</td>
<td>29.41</td>
</tr>
<tr>
<td>3</td>
<td>28</td>
<td>41.18</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>1.47</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td>8.82</td>
</tr>
</tbody>
</table>

**Diagram 1.26**

Effect on family life
The response rate from my respondents when asked about family life is of 41% which is considered of a medium in nature, but 19% of the respondents stated that effect on family is of most importance in a successful expatriation.

<table>
<thead>
<tr>
<th>Living Arrangements</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>11</td>
<td>16.18</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
<td>26.47</td>
</tr>
<tr>
<td>3</td>
<td>24</td>
<td>35.29</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>7.35</td>
</tr>
<tr>
<td>5</td>
<td>10</td>
<td>14.71</td>
</tr>
</tbody>
</table>

Table X
Living arrangements were stated at 35% which is of a medium gauge and 16% did stated that living arrangement had the most important significant on a successful expatriation.
<table>
<thead>
<tr>
<th>Relationship Sr. Mgmt</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>14</td>
<td>20.90</td>
</tr>
<tr>
<td>2</td>
<td>15</td>
<td>22.39</td>
</tr>
<tr>
<td>3</td>
<td>28</td>
<td>41.79</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>5.97</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td>8.96</td>
</tr>
</tbody>
</table>

Table Y

Diagram 1,28

Relationship with Senior Management
The chart states that 41% of my respondents stated that relationship with the senior management has an effect on a successful expatriation, though this is of a medium nature, if we see the scale. Importance was recorded was by 20%, the ones that considered that relationship with the senior management while in a successful expatriation is crucial.

<table>
<thead>
<tr>
<th>Relationship with colleagues</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>14</td>
<td>20.90</td>
</tr>
<tr>
<td>2</td>
<td>20</td>
<td>29.85</td>
</tr>
<tr>
<td>3</td>
<td>24</td>
<td>35.82</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>7.46</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>5.97</td>
</tr>
</tbody>
</table>

Table Z
Relationship with Colleagues

Relationship with the fellow mates were recorded highest by 35% which are from those respondents that consider it as a mediator thing, having a relationship with the colleagues while having a successful expatriation. 20% were adamant and responded that relationship with colleagues is of pivotal importance.

<table>
<thead>
<tr>
<th>Advise</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>57.58%</td>
</tr>
<tr>
<td>No</td>
<td>28</td>
<td>42.42%</td>
</tr>
</tbody>
</table>
Q.16 Would advise your colleagues to take up a similar foreign assignment?

The respondents were finally asked if they would advise their present colleagues to take up a similar assignment. The above Pie chart shows their response.

Out of the 75 candidates, 57% of them said that they would advise their colleagues to take up a similar assignment. This was seen as a very important response. It gives us information that the repatriates did enjoy the expatriation process, the repatriation process or both.
Some of my respondents recommend their colleagues to take up similar assignments as they feel that foreign experience broadens the horizons, gives financial comfort and provides multicultural environment exposure.

Martocchio, 2009. Many organizations give substantial monetary incentives to expatriates, such as bonuses for taking on a foreign assignment and hardship allowances. Some of my respondents preferred their fellow mates to take up these assignments by saying that living abroad provides one with a chance to learn different languages, different cultures, and requires travelling which can improve your knowledge about the world.

According to Rice University’s Professor Fredrick Oswald, “(having) other personality factors may become critical to present day global management, such as a greater emphasis on managers’ extraversion to work effectively in cross cultural teams” (2009). One of my respondents said that he would prefer his fellow colleagues to take similar assignments to gain knowledge and promotion to escalate his career.

Burke, 1991; Stryker, 1980; Swann, 1990, we next propose that repatriates who view their international employee role identity as meaningful are motivated to affirm this particular identity. In doing so, they compare their available work arrangements and benefits, such as autonomy, responsibility, pay, and promotional opportunities, to those offered to peers who lack international experience.

The respondents who said they would not advise their colleagues to go on an international assignment were 42%. They said that because of the global recession, they want to stay at the same job they are working in. From this I deduce that these
respondents must be well settled within their home country organization’s environment and don’t want to take any foreign assignment.

4.2 Qualitative data analysis
Qualitative research is a research strategy that usually emphasizes and analysis data. As a research strategy it is inductivist, constructionist and interpretivist, but qualitative researchers do not always subscribe to all three methods. (Bryman 2011)

Gubrium and Holstein (1997) suggest four traditions of qualitative research.

- **Naturalism**: seeks to understand social reality in its own terms; ‘as it really is’; provides rich descriptions of people and interaction in natural settings.

- **Ethno methodology**: seeks to understand how social order is created through talk and interaction; has a naturalistic orientation.

- **Emotionalism**: exhibits a concern with subjectivity and gaining access to ‘inside’ experience; concern with the inner reality of humans.

- **Postmodernism**: has an emphasis on ‘method talk’ sensitive to the different ways social reality can be constructed.
4.3 Qualitative research strategy

Qualitative research can be constructed as a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data and that:

- Predominantly emphasizes on inductive approach to the relationship between theory and research, in which the emphasis is placed on the generation of theories;

- Has rejected the practices and norms of the natural scientific model and of positivism in particular in preference for an emphasis on the ways in which individuals interpret their social world; and
Embodies a view of social reality as a constantly shifting emergent property of individuals creation. (Bryman 2011).

4.4 Semi-Structure Interview.
A semi-structured approach to in-depth interviews allows the researcher to cover a specific list of topic areas, with the time allocated to each topic area being left to the discretion of the interviewer. The open structure ensures that unexpected facts or attitudes can be easily explored (Sampson, 1972).

Introducing the interviewee

The interviewee’s name is Asad Hanif. He was working in the UK at (GE) General Electric, as a computer analyst. It’s a multinational company and is currently one of the largest companies around the globe. After completing his assignment he moved back to Pakistan and there he started working for the government of Punjab in Pakistan, as a manager.

Main areas for discussions

1.1 Objective 1– Research Findings.

1.1 To examine the process of reintegration for the repatriates when they return home from the foreign assignments.

1.1.1 Did you find any barriers, or experience cultural shock on your return? 7 mins

Asad says that his experience in the UK (United Kingdom) was excellent and that he had an opportunity to work from a more professional platform. The technology there was more advanced as compared to Pakistan, and the resources much greater.

On his return, he did not find any barriers because he already had prior experience of working in Pakistan. He did not find much improvement in the working standards in
Pakistan. The hardest part for him was getting back into work, to find a new job and a new assignment and this took a bit of time.

Asad said he didn’t have a job when he came back to Pakistan after completing his foreign assignment, and he had to start from scratch. He had gone to the UK on a contract, and when that contract ended, he had to go back home and look for another job. The company in which Asad worked for when he left Pakistan for the UK could not offer him a job on his return, because the position Asad was working when he left for the foreign assignment was assigned to another employee as the firm couldn’t keep it vacant for such a long period. Asad therefore had to look for a job all over again.

Here, I can compare Asad’s experience with my literature findings. Harzing (1996) conducted a survey of 287 subsidiaries in nearly 100 different multinationals. She reported that 52 percent of sampled firms experienced repatriate re entry problems. The most common problems arising for repatriates include: no post assignment guarantee of employment, a fear that the period overseas has caused a loss of visibility and isolation, changes in the home workplace, employment relationship, reentry position, devaluing the overseas experience, coping with new role demands, loss of status and pay (including benefits). Asad too had no post assignment guarantee of employment and pay (including benefits) on his return from foreign assignment.

But his UK experience did help Asad a lot in getting a job on his return because he had come back with better ideas and he had more knowledge about and experience with newer technologies that could be implemented in Pakistan. He was more clear on how the technologies should be aligned with the business goals and requirements which is a major problem when implementing technology in Pakistan. The only barrier he feels he
faced was a lack of professionalism as compared to the professionalism and advancement he saw in UK. Settling back for Asad in a less proficient environment was quiet a setback.

Asad said the market at the time of his return was a bit slow and the global recession itself was a big barrier in finding work. Despite this though, his experience in the UK with a big organization like GE (General Electric) was a big bonus and finding a job much easier and quicker than he had anticipated.

Here I will compare Asad’s experience with my literature review. According to Adler: ‘If the expatriate is subsequently promoted or given a position which utilizes the overseas experience, other members of the organization think and see that the overseas assignments are a positive career move’. Asad’s experience illustrates this perfectly; working in GE (General Electric), which is currently one of the biggest global firms, did give him an edge and resulted in success in getting a job on his return from foreign assignment. He found a job within two to three months, during which he took some certification exams. Passing these also acted as a catalyst in his ultimate job success.

1.2 Objective 2 – Research Findings.

To analyse and to facilitate the readjustment of the repatriate managers in their home countries before starting up work in their organizations.

1.2.1 When you returned to your home country, what among the below were provided to you by your organization? Please explain in detail.

Were training and support programs provided to you?

If so, how were they beneficial to you? If not, do you think they would have benefitted you, had they been introduced by your organization?
Asad said that no such support programs was provided to him on his return. He studied for some exams but that was all self-funded and not offered by any organization or any prospective employer. It was only because he passed these exams that he managed to find a job so fast.

Asad feels there is a lack of training culture or support for employees to settle back into work in Pakistan. Had such culture existed, it would definitely have benefitted him and others like him. It would have enabled him to understand the working environment of the company a lot quicker. He was lucky he had the experience of working in Pakistan already and that is why it didn’t take him very long to settle back in. Training programs or support programs would definitely prove to be extremely beneficial for employees and it would take them lesser time to get used to the working conditions of any organization. His exposure in the UK allowed him to train employees in Pakistan, on what he had learned in the UK. He was able to implement existing technologies, working policies & procedures more effectively within his organization, when he got the job.

I will again compare Asad’s experience with my literature review. Adler discovered that “employees found re entry into their home country more difficult than the initial move to foreign culture”. Once the individual returns to home country, the process of in country repatriation adjustment begins. The attitude with which the expatriate views repatriation is very important. Some returnees become re socialized, some become alienated and some become proactive. In Asad’s case, he became proactive and trained employees in Pakistan on what he had learned in the UK.
1.3 Objective 3 – Research Findings

To look at the motivation perspective of repatriate managers and why they take international assignments.

1.3.1 What were the benefits of taking up the foreign assignment for your personal growth?

Asad feels that the experience abroad helped in his personal growth and made a huge difference in his professional and social life. Working in a different culture, meeting with various people, following procedures and policies which were completely different to what he had experienced before all helped him learn more about a MNC’s working environment. The experience in the UK and all the trainings and personal development courses he went through there also gave him a sense of independence and a lot of confidence. Working in a new culture and environment added value to his existing knowledge and experience.

1.3.2 Do you think taking up foreign assignments motivates professionals towards their work? Please explain your experience of going abroad for an assignment in detail.

Asad says that taking up foreign assignments does motivate professionals towards their work. The company he was working for in Pakistan after his foreign assignment had a lot of foreign clients as well and having worked abroad helped him a lot in understanding and communicating with them.

Other than that, money also counts as there is a huge difference in salaries between the UK and Pakistan. So that itself is a big motivator. Plus working for a company like GE (General Electric) adds value to one’s CV. Having worked with GE, he was more likely to have been recruited by a larger organization in Pakistan.
1.3.3 What basically was your interest to take the foreign assignment. Please explain in detail. Was this reason fulfilled when you returned to your home country?

For Asad, taking up the foreign assignment proved to be a great experience. If one compares the working environment in Pakistan to that in the UK, it’s extremely different. Asad had an opportunity to work with the latest technology while in the UK, which was a definite edge for him, and he wanted to see the same technology in Pakistan too. These were still being considered by companies in Pakistan due to cost factors. Asad’s experience with this technology and knowing the benefits it would have on any company helped him in convincing his organization & clients in Pakistan on the advantages of adopting it as well. Asad’s aim was to use his experience in the UK to improve the existing set up in Pakistan.

Here, I can compare Asad’s experience of repatriation with (Black, Gregersen, Mendenhall, & Stroh, 1999; Evans et al., 2002) Sending home country personnel to the local subsidiaries has been the main strategy MNCs have adopted to start global business, to transfer the knowledge and culture of the home organizations, and to make a connection between headquarters and local subsidiaries.

Other than that, the financial factor was important too. The money was good and Asad was able to save some money as well during his stay in UK. To have a name of GE (General Electric) on his CV was a huge benefit as well, which was again one of the reasons Asad accepted the foreign job. All of this collectively helped Asad a lot in landing a much better job than the one he was previously doing in Pakistan.
Introducing the interviewee

The interviewee name is Vishu Sharma. Vishu was working as an international manager in Ireland and now is in India. Mr Sharma will share his experience on repatriation from Ireland to India. He used to work in Dublin, in a MNC (multinational company) known as Kodac and then he went back in his home country (India). Nowadays, he is working for his previous company Infosys. Since five and a half year’s he is working for MNC and those were IT companies.

Main areas for discussions in Research Findings

1.1 Objective 1

To assess and to investigate the process of reintegration for the repatriates when they return home from the foreign assignments.

1.1.1 Did you found any barriers, or cultural shock on your return, after completing your foreign assignment.

He faced a lot of barriers he says, when he reached his home country because the change in the working culture is different, if one is working for a foreign firm compare to an Indian firm. The main barrier which Vishu faced was, he couldn’t adjust for a couple of months on his way back to his home country, because of his expectations were high on his return as he was working with a MNC in Ireland and the same standard he couldn’t received in India that took him two months to settle down.

Here I will compare Vishu experience with Black et al. (1992) and Abueva (2000) recognized loss of autonomy and loss of status as problems when repatriating, but found additional problems such as lack of promotion opportunities, lack of support and sluggish career advancement.
1.2 Objective 2

To analyze and to facilitate the readjustment of the repatriate managers in their home countries before starting up working in their organizations.

1.2.1 When you return to your home country, what among the below were provided to you by your organization? Please explain in detail.

Was training or support programs were provided to you?

If so how it was beneficial to you? If not, what you think will it benefit you, if these kind of programs were introduced to you by your organization?

According to Vishu, no such programs were provided to him on his way back to India. He thinks may be because the time period for his foreign assignment was not long enough, but he suggests that there should be programs for the repatriate managers, as it will definitely help them out, once they reach back to their home countries. In such training programs one can learn how to handle things when they reach back home, as they are coming to an entirely new environment. So such training and support programs will definitely be beneficial for them. Vishu said he didn’t attended any such programs, when he returned to India and because of that, Vishu said he faced a lot of trouble and there should be supporting programs as it will help repatriate managers.

Here I can compare Vishu experience on repatriation, which can be better if we follow Hurn, 1999 topic covered in repatriation. He said repatriation training program should include reverse culture shock training, updates on workplace changes, stress management, communication-related training, a mentoring program, help in forming new social contacts and networking opportunities and assistance to spouses.
1.3 Objective 3

To look at the motivation perspective of repatriate managers why they take international assignments.

1.3.1 What were the benefits of taking up the foreign assignment for your personal growth?

Vishu says there were many benefits of taking up a foreign assignment for his personal growth, as it was the foreign work culture which he adopted while working. It was a multicultural environment he was working abroad and one can learn various cultures while working in a multicultural environment. So it’s a kind of cultural diversity, one respects different culture and learn about new cultures. Vishu thinks for his personal growth, he came across cultural differences which he thinks he learned for his personal growth.

1.3.2 Taking up foreign assignments motivates professionals towards their work? Please explain in detail your experience going abroad for an assignment?

Getting a foreign assignment works as a motivator for the international managers Vishu says. Because there should be something to motivate employee’s. The main purpose for the foreign assignment can be for financial reasons or can be by learning cultural diversity. So it’s a motivational factor and until there is a motivator for the managers they will work harder and will try to achieve targets assigned to them. If there is nothing as such, there will be no motivation and no output will come from the employees, as output can only be achieved when there is a motivation factor. In India Vishu says that managers mostly take foreign assignments for financial purposes and it acts as a motivator for them which is good.
1.3.3 What basically was your interest to take the foreign assignment. Please explain in detail and was this reason fulfilled when you return to your home country?

Vishu took the foreign assignment, he says that there were two to three factors Vishu was planning to go for a foreign assignment as it will help him in his financial growth and it will give him an exposure to different cultures. Mostly it will help him to know what exactly is the work culture abroad. Vishu thinks all of the factors which he took the foreign assignment were fulfilled, as the assignment was for \( \frac{1}{2} \) year duration and it was fine. As the currency difference between both the countries is high. Once when a manager is in foreign assignment, he is financially stable. One gain cultural diversity and Vishu thinks all these factors helped him out to gain a lot of things. Vishu thinks the reasons were therefore fulfilled for him to take a foreign assignment.

Introducing the interviewee

The interviewee name is Zeeshan Ahmed. Zeeshan was working as a Project manager at industrial instrumentation & control systems ltd in Saudi Arabia and now is in Pakistan. Mr. Ahmed will share his experience on repatriation from Saudi Arabia to Pakistan. Now days he is finding a job. He had been in Saudi Arabia for the last ten years.

Main areas for discussions in Research Findings

1.1 Objective 1

To assess and to investigate the process of re integration for the repatriates when they return home from the foreign assignments.

1.1.1 Did you found any barriers, or cultural shock on your return, after completing your foreign assignment.
Zeeshan says he didn’t experience any such barriers or cultural shock on his return to Pakistan, after completing his foreign assignment. As Pakistan and Saudi Arabia are both Muslim countries and are following the same religion. But while staying in Saudi Arabia he observed close to Islamic norms in KSA instead of what he practice in Pakistan. As far as cultures are concern there is a different but it didn’t act as a barrier.

1.2 Objective

To analyse and to facilitate the readjustment of the repatriate managers in their home countries before starting up working in their organizations.

1.2.1 When you return to your home country, what among the below were provided to you by your organization? Please explain in detail.

Was training or support programs were provided to you?

If so how it was beneficial to you? If not, what you think will it benefit you, if these kind of programs were introduced to you by your organization?

Zeeshan says there was no training programs or support programs provided to him on his return. But if such support programs had been organized for him, it would have a tremendous impact on him on his return and have given him confidence. Here, I can compare zeeshan’s experience with my literature Hurn 1999 said topics covered in a repatriation training program should include reverse culture shock training, updates on workplace changes, stress management, communication-related training, a mentoring program, help in forming new social contacts and networking opportunities and assistance to spouses (Hurn, 1999).
1.3 Objective 3

To look at the motivation perspective of repatriate managers why they take international assignments.

1.3.1 What were the benefits of taking up the foreign assignment for your personal growth?
Zeeshan says that there were benefits of taking foreign assignment for his personal growth, as if that would not be the case, he would have stucked in one place and couldn’t gain abilities & capabilities of improving and handling various issues which usually show up in daily life.

1.3.2 Taking up foreign assignments motivates professionals towards their work? Please explain in detail your experience going abroad for an assignment?
Zeeshan says that foreign assignment did motivated him towards work, as he was glad to acquire opportunities and got a chance to handle latest techniques for handling various issues.

1.3.3 What basically was your interest to take the foreign assignment. Please explain in detail and was this reason fulfilled when you return to your home country?
Zeeshan says that his interest of taking up foreign assignment was both for foreign experience & financial means. During foreign assignments he had an interest to grab opportunities to interact with multinationals, which to a certain extent help him to improve his skills & adjustments in life. He says that when he returned to his home country he faced lot of difficulties to find a suitable job and couldn’t manage to get one and that was a problematic factor for him.
The expatriate and family may experience problems with re entry adjustments, stress management and problems with work performance. Frequently there is no job guarantee upon return and the policy is unclear. Coming home can be hardest when the expatriate feels the skills acquired are not values.

4.5 Conclusion

This primary research illustrates how international managers in multinational companies experiences problems with repatriation. It is obvious from the overall results that repatriation was seen more or less, as a problematic factor than expatriation. In this study the reasons for taking up the foreign assignment were found and then explained. The respondents were also asked if these reasons were fulfilled. Next pre-departure training and post repatriation was discussed and then explained. The study explained in depth on both expatriation and repatriation processes and the factors which hinders them.

The following chapter will provide the conclusions and recommendations for my research topic.
5 Chapter 5: Conclusions

5.1 Introduction

The limitations which exist in the current literature concerned with repatriation in HRM (human resource management) have ultimately given more light and importance to the research topic in constructing this dissertation. From this research it is obvious that there is a lot of work to be done internationally to set up programs which can fulfill the gap on the study of repatriates who in counter an abrupt change on their arrival.

The first objective was to assess and to investigate the process of reintegration for the repatriates when they return home from foreign assignments.

1. Pre-Departure training – My research shows that out of my 75 respondents who repatriated, 20-29 ages were given <3 hrs of pre-departure training which is the most percentage of training and is calculated as 47%. This means that there should be more focus on the training side of repatriation, as only then they will encounter less cultural & other barriers.

2. Repatriation Barriers –

Barriers while repatriation on my respondents didn’t act as a major problematic factor, on their way to home after completing the foreign assignment. I believe factors such as financial issues, family problems, re-establishing back into the firm, lack of training, stress, duration of the assignment, age, previous culture experience and effect on family life which is often seen ruining managers life can be offset if the executives of the MNC organise programs which can create awareness among the managers and can therefore be dealt accordingly.
The second objective was to analyze and to facilitate the re adjustment of the repatriate managers in their home countries before starting up working in their organizations.

5.2 Successful Repatriation

1. Post repatriation support – My research shows that most of the repatriates didn’t have a post repatriation support program and had no such training which can be beneficial for them when they returned back. These managers must have faced financial, family, cultural and re entry stress on their return. When asked if these supporting programs were of any use for them to make it a successful repatriation, most of the respondents replied no. That means even though they were supporting programs held by the firms but it didn’t help the repatriates and were of no use. I believe that organizations should conduct an induction/training programs which should be more realistic and a real means of guidelines for the international assignees and can help them to facilitate their adjustment.

The third objective is to look at the motivation perspective of repatriate managers why they take international assignments.

The third objective is to look at the motivation perspective of repatriate managers why they take international assignments.
5.3 Motivation

1. Motivation for the expatriations

My research shows that most of my respondents went on foreign assignments to gain foreign experiences. I believe managers who did achieve foreign experiences can gain multicultural experiences, advancement in their fields and can be linguistic. As foreign experience can add on to their carrier as a competitive advantage if compare to other managers who didn’t had an opportunity to go abroad for an assignment.

2. Expatriate selection

The following are what i set up in order of importance when a manager is taking up an assignment and whether these motives are realized.

- **Foreign Experience.** My research shows that most responses favouring from my respondents were executives who were aged between 30-39, and they had been home for more than 19 months and went on abroad to work because of foreign experiences. When I asked the managers did they got a higher designation in their job on there way back to their home countries, they replied that it didn’t had much impact as such. I believe that repatriates should be promoted in a higher designation, as they bring knowledge with them which is of pivotal importance to the organization.

- **Financial issues.** My research findings shows that 29% of the respondents said that they took foreign assignment for financial gains. Furthermore, they said that as they were from developing countries and working for a develop country will result in getting paid in a higher payout, as the foreign currency is more stronger, if compare to back home.
The findings of my result shows that managers who went abroad for financial gains were aged 20-29. I believe that money is the motivator to motivate the international assignee to work abroad and make his way ahead in the foreign subsidiary.

- **Advancement in Career.** 40 – 49 aged of my respondents said they went on foreign assignment to advance their career. These managers are calculated at 29%. When I asked them what were the reason behind they went on foreign assignment, they replied to get promotion and for a better lifestyle. I believe that foreign assignments can make way for advancement in career, as when expatriates goes abroad to work, he gains knowledge which eventually gives his career more boost when he repatriates back home.

- **Others.** Remaining respondents were calculated at 14, they had a mix reply of different reasons. Some went to interact with multinationals to improve and handle skills and adjustments in life. Other said they went to gain cultural diversity. Some went to work on hi-tech techniques, as on their return they will have a competitive advantage, compare to others. Here I will say that going on foreign assignment gives a manager opportunities one way or the other, as there are various factors from which managers achieve fulfillment in their career.
6 Chapter 6 : Recommendations

Recommendations for future research

I will divide recommendations into two parts

I. Recommendations for academic study

II. Recommendations for practitioners

Recommendations for academic study

The researcher will state his recommendations for those people who are investigating the area of repatriation and what these people need to look at?

A recommended repatriation program

I will recommend the following repatriation program for the academics to investigate and to make it a successful repatriation.

- There should be induction programs for the repatriates, as to give them a newer feel of the home country.

- Assistance should be given for job prospects to the repatriate on his re entry.

- There should be an awareness of the corporate culture for the assignee before hand, as to prevent him from a cultural shock.

- Fringe benefits and bonus packages should be part of the package for the repatriate, as this will build his confidence and will lessen the stress faced by him.

- There should be tax reduction on the repatriates financial earnings so that he doesn’t feel alienated and can work as a good team player.
Recommendations for practitioners

Here I will state recommendations for the practitioners who are been repatriated from foreign countries.

- MNC should implement a career plan that should utilize the experiences and knowledge of the repatriates that they have gained during the international assignment.

- Organizations while making up their strategy should bear in mind that there should be a strong bond for the repatriates with their home countries through contacting them before, during and after the assignment.

- MNC should build a pool of international management expertise that can advise and incorporate the features to their management of repatriation.

- International assignments should be a development tool to build the ranks of experienced international managers.

The researcher believes that practitioners who had been through a repatriation process should see the motives of the managers to go abroad. I believe that there should be an annual summit held by the MNC’s and the key motive there should be “how to organize a successful repatriation program for the international assignee”. There should be research on how to give awareness of different cultures around the globe. Research should be carried out on the effects such as stress, cultural shock, reduction of autonomy and family problems on managers and how to offset them.
6.1 Conclusion

This study has identified the main factors on repatriation in an international arena. It has explained the main reasons what motivates the managers to sign up for an international assignment. The study will be beneficial for all the international managers globally and will motivate them to work effectively on their way back and that’s how organizations will retain their employees.
7 Chapter 7: Bibliography

Bibliography

Books and Journal articles


Copper,R., Donald & Schindler, S Pamela (2004). *Business research methods*.


Online Sources

http://www.expat-repat.com/


http://www.metagora.org/training/what-are-research-objectives/

http://www.qualres.org/homesemi-3629.html
Appendix 1

45 Blythe Avenue
East Wall,
Dublin 3
Ireland
Cell : 0894009452

Dear/Sir/Madam

My name is Tahir, I am conducting a survey as part of my thesis programme, if you kindly fill out the below said questionnaire which hardly will take 3 to 5 minutes. The information will be kept confidential, as the survey is purely for academic research. Please access the below link to take the survey:

https://docs.google.com/spreadsheet/viewform?formkey=dDZ5V3hvR1puS0dTN1dpRndQSXI5MS0E6MQ

Regards,
M. Tahir Baloch
Dublin Business School
student id 1174863
tbaloch59@gmail.com
Appendix 2

Questionnaire

Quantitative survey on the effects of repatriation on managers returning from foreign assignments Please mark the appropriate response with any mark with you wish i.e. (# # ) If you cannot mark the appropriate box a mark beside it is sufficient Section 1 – general information

1. Gender
   - ☐ Male
   - ☐ Female

Age
   - ☐ 20-29
   - ☐ 30-39
   - ☐ 40-49
   - ☐ 50-59
   - ☐ More than 60

3. Martial status
   - ☐ Single
   - ☐ Married
   - ☐ Divorced

3. Where did you spent your last foreign assignment? Please provide the country name and city name
4. How long was your last assignment?
   - ☐ <6MTHS
   - ☐ 7-12MTHS
   - ☐ 13-24MTHS
   - ☐ More than 25MTHS

5. What was the name of the organization/firm you went to work?

6. What is the total numbers of years you have spent working on foreign assignments for any organization?
   - ☐ < 1Yr
   - ☐ 1-2Yrs
   - ☐ 3-4Yrs
   - ☐ 5Yrs+

7. How long have you been back to your home country since your foreign assignment?
   - ☐ <6 MNTHS
   - ☐ 6-12 MNTHS
   - ☐ 13-18MTHS
   - ☐ 19MTHS+

---

Expatriation/Repatriation Process related questions

8. What were your main reasons for taking up a foreign assignment?
   - ☐ Finance issue
   - ☐ Foreign experience
   - ☐ Advancement in Career
9. Were these reasons fulfilled?
   - Yes
   - No

10. Please provide reasons for the above answer.

11. Before you left for your foreign assignment did you discuss the impact and general things to expect with management?
   - Yes
   - No

12. Was Pre-Departure Training offered to you before returning to your home country? If Yes Proceed to Question 13, If No go to Question 14
   - Yes
   - No

13. How many hours of training did your company provide before returning home?
   - < 3HRS
   - 3-6HRS
   - 7-12HRS
14. Were there any other organizational supports/program to help re-integration before you come home?
   - ☐ Yes
   - ☐ No

15. If Yes, what form did the programs or supports take?

16. Were these programs effective for you?
   - ☐ Yes
   - ☐ No

17. If Yes, what part of the program did you find most beneficial?
Barriers to Re-entry
Please rate your response to each statement below on a scale between 1 and 5. 1 = Strongly agree 2 = Agree 3 = medium 4 = disagree 5 = Strongly disagree

18. I had financial pressure when I returned to my home country
   1  2  3  4  5
   [Blank]

19. My family had problems when returning
   1  2  3  4  5
   [Blank]

20. It was difficult to re-establish myself into the firm
   1  2  3  4  5
   [Blank]

21. Lack of training affected me setting back in
   1  2  3  4  5
   [Blank]

22. Stress came as a result of all of the above issues
   1  2  3  4  5
   [Blank]

Please provide any other problems faced in below box
Independent Variables

23. How significant are the following factors in the successful repatriation process? Please rate your response between 1-5 according to the scale below: 1 = Very Significant 2 = Significant 3 = Medium 4 = A Little Significant 5 = Not Significant.

   a. Position you hold in the organization
      1  2  3  4  5
      ○ ○ ○ ○ ○
   
   b. Duration of Assignment
      1  2  3  4  5
      ○ ○ ○ ○ ○
   
   c. Age
      1  2  3  4  5
      ○ ○ ○ ○ ○
   
   d. Previous cultural Experience
      1  2  3  4  5
      ○ ○ ○ ○ ○
   
   e. Effect on Family
      1  2  3  4  5
      ○ ○ ○ ○ ○

24. Which was easiest for you?

   - ☐ Adjusting to your foreign assignment abroad
   - ☐ Re – Adjusting when returning to home country
   - ☐ Equality Difficult
25. Please rank the importance of the following factors in successful expatriation? 
a. Living Expenses 1 = Most important 5 = Least important
   1 2 3 4 5
   
   b. Effect on family life
   1 2 3 4 5
   
   c. Living Arrangements
   1 2 3 4 5
   
   d. Relationship with Senior Management
   1 2 3 4 5
   
   e. Relationship with Colleagues
   1 2 3 4 5
   
   Others, Please state

26. Would advise your colleagues to take up a similar foreign assignment?
   - Yes
   - No
Please give reasons for above
Answer

Thanks for taking the survey
Mr Steve Madsen
Chief, Community Operations
LinkedIn: HR and Subgroups

Dear Mr. Madsen,

My name is David Hurley. I am a marketing lecturer in the Business Department in Dublin Business School. I am writing this to confirm that Mr M Tahir Baloch (Student ID 1174863) is currently a postgraduate student of Dublin Business School and is currently conducting research for his Dissertation entitled 'the Effects of Repatriation on Managers Returning from Foreign Assignments'. I will be supervising Mr. Baloch’s thesis and am happy to report some very good work to date.

I would be very grateful if you could offer him any assistance in his research,

Yours Sincerely,

David Hurley
Senior Marketing Lecturer
Dublin Business School