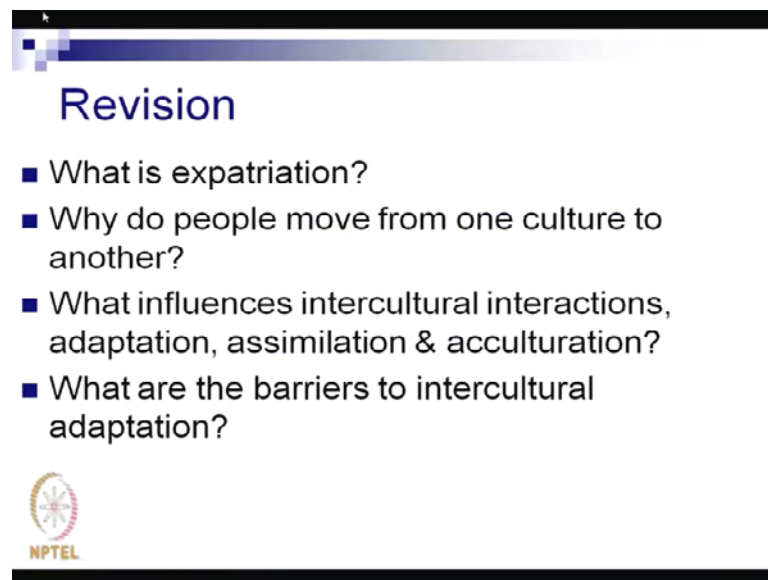


**International Business Communication**  
**Prof. A. Malik**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 37**  
**Re-entry**


Welcome back to the class on international business communication. Today, we will talk about re-entry we have been talking about intercultural communication and different levels. We have discussed moving to another culture, the last time we talked about expatriation which is when you move to another culture. Today, we will talk about what happens when we come back to our own home countries, and the challenges we have to face the ways in which we deal with these situations. People may wonder why it is such a big deal. But it is a very big deal depending on the length of stay in the foreign country and a depending on why you have been to the foreign country it is a big deal. So, let us discuss that before we go on let us talk about, let us do some revision.

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**Revision**

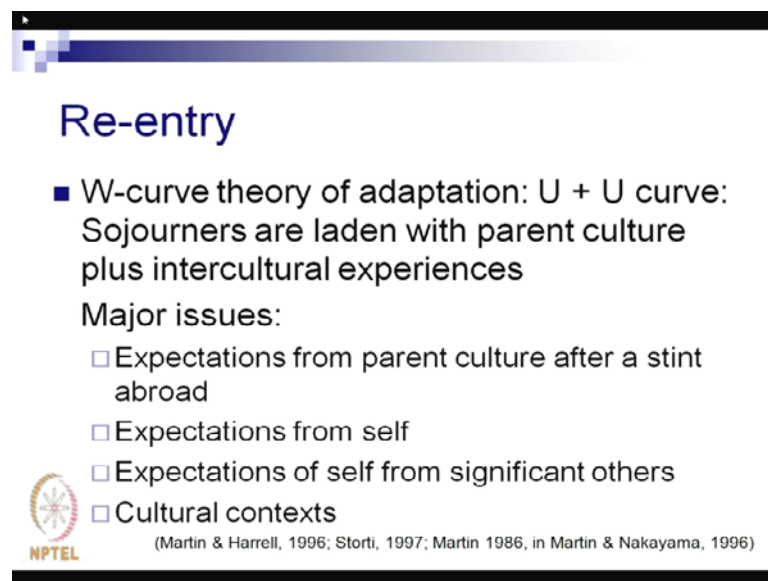
- What is expatriation?
- Why do people move from one culture to another?
- What influences intercultural interactions, adaptation, assimilation & acculturation?
- What are the barriers to intercultural adaptation?

  
NPTEL

What is expatriation? A please discuss amongst yourselves what expatriation is why people move from one culture to another? What people do, why what are their reasons for this moment emotionally personally, what influences these intercultural interactions adaptation, assimilation and acculturation. We discussed these classes last time, please also discussed to what the barriers to intercultural adaptation or and the and how and

why do people face these barriers? And what they do in order to overcome these barriers and what they do in order to deal with these problems that arise after they move to another culture. And the reason I am insisting on these things in the session on re-entry or repatriation as we call it. Because repatriation, expatriation not very different from each other; we go through similar cycles, we go through similar situation, we go through similar things; when we talk about repatriation.

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**Re-entry**

- W-curve theory of adaptation: U + U curve:  
Sojourners are laden with parent culture plus intercultural experiences

Major issues:

- Expectations from parent culture after a stint abroad
- Expectations from self
- Expectations of self from significant others
- Cultural contexts

 (Martin & Harrell, 1996; Storti, 1997; Martin 1986, in Martin & Nakayama, 1996)

Re-entry again one theory that as discussed re-entry it is the w curve theory of adaptation the U plus U curve; where sojourners are laden with parent culture plus the intercultural experiences. What happens is that according to this theory we take you make a u-turn when we go to one culture. And when we come back we make another u-turn and we come back to our own culture. So, what happens is that we when we moved to another culture; we take our culture long with us. We carry bits and pieces of where we are coming from with us we have been discussing this since the first lecture; we will talked about contexts, we carry our cultural contexts with us, we carry the contactuality of the culture with us, we carry our beliefs and ideas and morals and ways of being with us when we go to another culture. So, what happens during the re-entry face is that we go to the culture; we take whatever we have there are some pluses and some minuses.

We take some we get back some. We add on something from the different culture. And become back to our country or to our culture with bits and pieces of our parent culture

that we have held onto where during I will stay in the foreign culture plus what we are acquired in the foreign culture comes back with us. And this combination comes back and we feel that is since here coming back to our own culture nothing should change. We feel that since we are various going back where we came from we are the same and the culture that we came from is the same. And that is not necessarily that may not necessarily be true. The major issues be experience are the expectations from parent culture after a stint abroad.

Now, this is what we expect from the parent culture; after we have been in aboard. We expect things to be stationary; we feel that everything should be the way it was when we left it; we feel that how and why do we face problems after all. We face problems because we depend on our interpretation of the signals coming from our contexts to make sense of our environments to deal with our environments to behaving in the environment.

Now, when are or interpretation dependents so much on what we know about our environment. When we go from one culture to another depending on the amount of contact we had with our parent culture; we are not really sure about you know we feel that is there. We do not realize that we may have changed, we do not realize that consciously or subconsciously; we may have taken on the attributes of the culture that we were in for a while as than expatriates. So, our expectations from our parent culture are what they were when we left that culture.

And, when we come back those expectations may or may not be realistic; the second major problem here is expectations of a from ourselves who I was when I went abroad what I used to do what I could do things have changed, you grown as a person you aged time definitely has role to play could have been several years, your habits could have changed, your ways of living could have changed, your beliefs system could have undergone a evolution everything has change.

But we would not realize that the feel when I am at home I am a daughter, when I am at home I am a parent, when I am at home I am a housewife when I am at home I am this; when I am at home I am that, when I go abroad I am totally different person, when I go to work I am only a worker. That really does not happen you feel I am just giving you 2 examples an example, from your group daily routines probably. So, when you go back

on the same day things are still the same some things may have change depending on what has happened in your home.

But then imagine the gap being several months and several years lots of things change the way people view you has a person as changed; how you view yourself as a person has changed it all caisson with you are reasons for being aboard you feel that I went abroad to get some training I have taken this training; all through the training you may have been thinking how you can apply that training to your work back home you bring that training back home. And you say this is where this training applies; and guess what that situation does not exist anymore and loss.

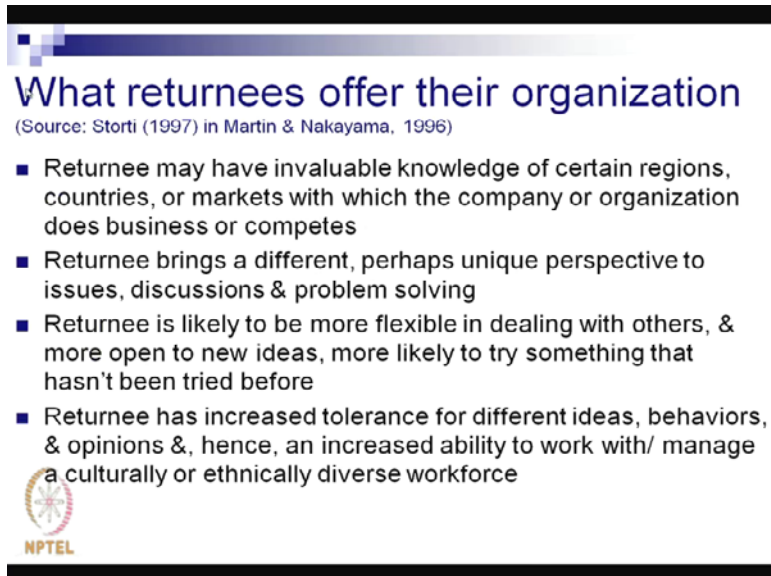
And, so we still think along the lines of where we were when we left that culture; that becomes of problem expectations of self from significant others what do people expect from me who I am high to them my colleagues expect that I have gone abroad and gains from expatriates. So, they expect that I will still be the same collegial person; but my work well outshine everybody reaction. And what I feel is in stint abroad these 10 other people have not I should be given more importance I should be given my work should be treated better because I got an opportunity that the others did not.

And, so that could be 1 bone of contention the other problem can come up when people start expecting things that may not necessarily be true; you go abroad they expect changes in your work style. And guess what you go abroad and you find that you are in an organization with similar people; with people from your own organization they taken their culture along with them you are very little contact with or at least or very little significant contact with people from the host culture; that during you still sitting in your office doing things in a same way you have international clients.

But your day to day dealing is with people from your own country and maybe have social lives are different. But at the end of the day your work style has in changed merge. And you come back and you bring same thing back and people wonder what happened? Why did you send you are abroad? And are here work style could have changed. And you feel that you know you are old enough to keep your working style, your value systems this same. And you go abroad and everything is changers and you come back. And there is mismatch between what people expect of you and what you expect of yourself. And what you think people expect of you cultural contexts; again what we


think of culture again changes the culture that we are in changes with time and we may or may not realizes this.

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**What returnees offer their organization**  
(Source: Storti (1997) in Martin & Nakayama, 1996)

- Returnee may have invaluable knowledge of certain regions, countries, or markets with which the company or organization does business or competes
- Returnee brings a different, perhaps unique perspective to issues, discussions & problem solving
- Returnee is likely to be more flexible in dealing with others, & more open to new ideas, more likely to try something that hasn't been tried before
- Returnee has increased tolerance for different ideas, behaviors, & opinions &, hence, an increased ability to work with/ manage a culturally or ethnically diverse workforce



What returnees offer their organization why do people bring people expatriates back? And what can returnees contributes to their organization; the first thing here is returnee may have invaluable knowledge of certain regions countries or markets with which the company or organization that business or competes. So, this is 1 reason you may have been sent to abroad to study the market, to study the region, to study the competition in that new environment that you are organizational setting up office in are that your organization is venturing into. And they may expect you bring to back all that knowledge.

And, so that is what you are expected to bring back home; returnee bring it different perhaps unique prospected to issues discussions and problem solving what happens is when we are in this situation; we have 1 way of dealing the things. And we keep doing things same way when we go abroad we become back we bring back in whole bunch of different ways of doing things why because we are in the different contexts certain people just do things differently over there. I will give you a small example very small example, again this is not has nothing to do that how things happen abroad or I will give you an example of 2 states in India.

Now, when you go to say a place like Ahmadabad and I could be wrong my experiences that when I go to Ahmadabad or in some areas of new Delhi this people will show me card you want to take in auto rickshaw; the person will say this is how much fair I will charge you they will not ask you for lump sum you will say ok you want to go by meter great; if you want to go by meter this is what we will charge you; in a place in the olden part of new Delhi are in northern part of new Delhi you go there.

And, there will ask you for a lump sum they will not go by meter they will say. And then you say I will reported to the police the person says I will run away you come to Calcutta this same thing; they will not go by meter there will want to ask you for a lump sum of money for taking user point A to point B. So you know you go to different places your assuming that you are in that part of Ahmadabad or says south Delhi some place where people go by meter you come to these are the places. And you say something is wrong why is the auto-rickshaw driver asking me for a lump sum? I know he is not going to come to this much why he is asking me for this much.

So, there is some tiff there is some test; but you realize that people are going to be different that going to be doing things differently. And at the end of the day at all events out you come back once in a while well when people ask you for different things you agree it may not be right I am not saying in serial or right. And I am just saying that is different way of doing things again similar issues in high and low contexts regions; you go from a low contexts area to a high contexts area you go to the American comes to the Indian. And the Americans are used to doing things systematically; when they say 10 a m I will reach that you place at 10 a m for them 10 a m means, 9:59 am to 10:00 a m that is it.

They come to India at 10 am means, any time between 10 and 11 am probably closer to 11 am we call it the Indian stretchable time at times again you goes to somebody place instead of immediately jumping onto the topic depending on where you are you go to the rural area. And the person offers you something to drink, asks about your family make sure your comfort table. And then starts talking about the deal and says ok we talk about the deal; the deal will be finalized paperwork will be are you comfortable I need to ensure the you are comfortable; before we jump onto the deal work can get done you see this and you see this you main side of doing things. And you go back to the united state

and everything is cut and dry and everything gives very, very you know goal oriented. And you feel oh my god.

But if somebody brings a you main prospective to things you understand why he may be doing so. So, that is what happened when a returnee when somebody when a person goes outside the country learns new things he or she is expected to come back. And bring get different prospective; that people may have may not have thought of or may have may not have felt comfortable with. So, that is what this is returnee is likely to be more flexible in dealing with others.

And, more open to new ideas, more likely to try something that has not been tried before; again in when you go abroad what happens is people send you abroad or you expected to bring back new here ways in doing things you are expected to enlarge your horizons or expand your horizons enhance your prospective not sink them not be firm; one thing you are expected to learn your ways of doing things. And in dealing with others taking the example that I just gave you.

So, you supposed to be flexible and dealing with others more open to new ideas is people will different region do things differently big deal; I can give you an example of movie I wish I had the time to show you the whole movie here. But I cannot the movie is called Spotswood are it is also known by the name of the efficiency experts. And it is about where hotshot executive who goes abroad. And Anthony Adkins is the is the executive and he goes I am sorry he does not go abroad he goes to a ruler area to revamp a Mocassim factory.

And, he does thing he see things mean done differently and initially he fails. And then slowly he starts learning him you are ways in doing things and he realizes. And even within the United States things can be done differently is a whole different ballgame; that is a very, very good movie that details this aspects; the switch from one cultural contexts to another cultural contexts. And the differences in the way people talk I will cannot seen that movie in the series of lectures that I given in a reference if you can find the movie it is great you must watch it.

So, the returnee has increased tolerance for different ideas behaviors and opinions. And hence an increased ability to work with or manage a culturally or ethnically diverse workforce this is exactly what I am saying; you get the exposure, you become tolerant to

different cultures, you realize the dealing with different people requires a different kinds of skill, you thing different thing is different not necessarily and is good or bad right or wrong. And after this training; after you come back you are considered to be the expectant dealing with culturally and ethnically diverse groups and populations. And that really gives you this averaged edge over the other you may have gain the lot of skills. But in addition to that you also gained this work for experience. And this what your organization expects from you come back home.

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## What returnees offer their organization

(Contd.) (Source: Storti (1997) in Martin & Nakayama, 1996)

- Returnee is more able to compromise, to be more humble & less rigid
- Returnee understands home culture better, can step outside it, & observe effectively how it influences decisions & other organizational behavior
- Returnee has more self confidence, having survived & prospered in a challenging environment



What returnee is can offer their organization? The returnee is more able to compromise to be more humble and less rigid; the returnee understands home culture better can step outside it and observe effectively how it influences decisions. And other organizational behavior you become the guinea pig you take your cultural to different place you get slammed with this cultural shock; you go through the pain of adjusting to new cultural let in go of some of your believes changing the where you do things. And then you come back you bring back is the shattered versions of your own culture with you.

And, then people expect to you understand from your own home culture better than say when you went from here, what is the big deal there is a big deal; will just talk about it there is a it is a big deal; you start understanding you are expected to understand you are home culture. And the expert the other culture that went to as an expatriate. And you are also expected to understand how you are influences? How the influence of your own




culture affected you are decision-making in the new culture that you are a part of? And after bringing all these understanding back you are expected to contribute to you are organizations working in a constructive manner the returnee as more self-confidence having survived.

And, prospered in a challenging environment you could hope assuming you are that survived I am prospered you are self-confidence has go up and your earned it you know. So, that is what is expected of you; if you come back a winner then that is really what is expected of you we will also talk about the challenges; that I are faced by expatriates who returned home after not having been able to do what they were expected to on. So, that the whole different ballgame it requires whole different prospective.

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**Attributes affecting successful adjustment of expatriates** (Black, 1988, 1990; Ronen, 1989; Mendenhall & Oddou, 1986; Tun, 1981, in Suutari & Brewster, 2001)

- Job factors
- Relational dimensions
- Motivational state
- Family situation
- Language skills



Some attributes affecting successful adjustments of expatriates; some things that can affect the successful adjustment of expatriates I am talking about this in the class on re-entry. Because this has a bearing on how a person feels about himself or herself after coming back to the own home culture; the first one here is job factors where you successful where you able to work is what was expected of you were you able to performed, where your expected to perform, where you able to jurors with the home country or not.

Relational dimensions is the second one. So, what was you are you able to create established relationships with your co-worker? Why able to mentioned those

relationships have brought back in network of professional contexts with you when you come back to your home culture? What really are you what is your value in the organization after having returned from this culture? What kind of relationships or what have brought back? Motivational state again the this affects the successful adjustments of expertise. And repatriates a should say how motivated are you to come back? What are the reasons for you coming back to your home country? Are those reasons in any way de-motivating you come back have a success or have as a failure.

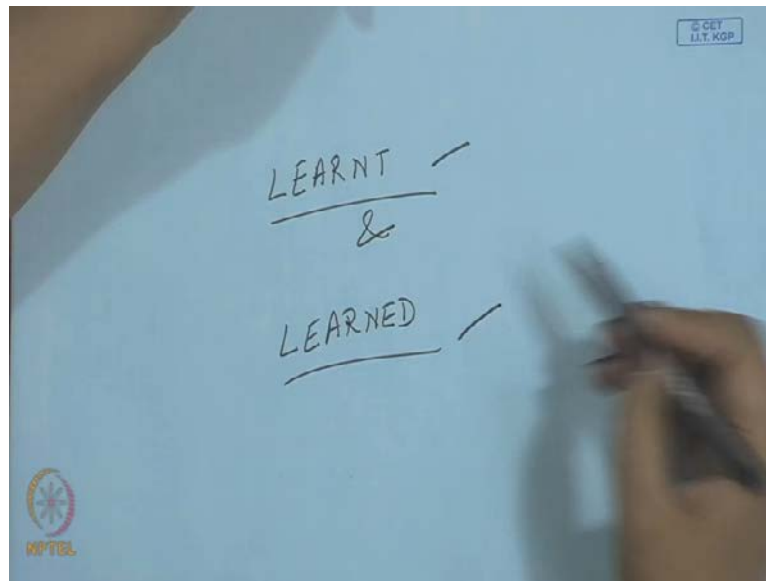
So, all of those things haven't impact on how where you adjusted and will you accept a new culture family situation again movement. And you say well it is all professional I am sorry; but then there are human resources professionalism is on 1 side. But then at the end of it you know it is all about your family, it is all about are you feel in your situation, it is all about what you feel how comfortable your feeling in the new situation you cannot dissociate yourself from your family. And people will say why not we are social creatures we are bonded with our family; we cannot disassociate our self completely from our families.

So, what our family as gone through or what our family is expected go through during these moved has an expatriate. And has a repatriate will have an impact on our adjustment also has your spouse in able to find a job a suitable job; if you she wants to take on a job have children, have been able to find good schools, have been able to find good accommodation, have your health issues been taken care of, have you children's health issues been taken care of all of these things, and the easier with which able to communicate these things to your organization.

And, the each with these your organization facilitated the logistic revolving around your family situation; will have a bearing on how comfortable you feel as an expatriate and as a repatriate. And language skills; of course if you go to the cultural where you know the language you feel more comfortable. Now, again we seem to have it all about perception many were as have faced this problem when we go aboard especially in English speaking nations; people who have been educated in good schools and colleges in India who have good grasp over the English language within India feel that they were jell properly with Americans or British or Australians; where people speak English guess what? It does not happened you may be thinking that you are really fluent in a language. And go through to an English speaking country.

And, the way they pronounce words is very different, the way they use these words is very different, the way they expect you to use your words is very different. And you start wondering you know you went wrong. For example, all and again this is something from my personal experiences I will share this with you I was helping out with some HR issues when I was in aboard. And the supervisor that I was working with asked me to summative right happened which I used the word learnt.

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Now, people who of them educated through the British system of education realize; that we used in learnt and learned I will write these down just in case the audio is not proper we use this and this in different situations. And if we have gone to good schools will know the difference. And so when I used the word learnt with the tea my supervisor tries to correct my English and I was taken a back. And I said you do not know English he said no there is no word has learnt luckily his boss was British Americanist. But I mean in I am sorry, naturalized I am sorry British national; who had become a U S citizen. So, he had been living in the United State for a long time. So, he told this man is over my supervisor he said no there is a word called learnt. Now, this is a small thing are the where we pronounced schedule verses schedule it is ok.

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**Attributes affecting successful adjustment of expatriates** (Black, 1988, 1990; Ronen, 1989; Mendenhall & Oddou, 1986; Tun, 1981, in Suutari & Brewster, 2001)

- Job factors
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This word is pronounced differently in by an American verses an a British person a British would say person belonging to England would say a schedule. And all the you known places that have add a British system of education will say schedule. And American would say schedule. And you known these are different ways of pronouncing the same thing; when I am talking about country that uses a language that you have been greatly exposed to it does not mean that we take on the tone.

And, the accidents of the new place what I learned during my travel aboard and during my Re-entry was that if I spoke clearly if I pronounced my words clearly; if I pronounced correctly. And I spoke slowly if the pace was slow in a enough for the person to understand what I was saying I could be understand I did not to change my accident. And that is you known that is where we feels they big barrier we were talking about factor affecting successful adjustment of expatriates. And repatriates this what happens? The language that we have been used speaking may or may not be very applicable in the contexts that we find out in, you go from India to an English speaking country your primary mode of communication in English you come back.

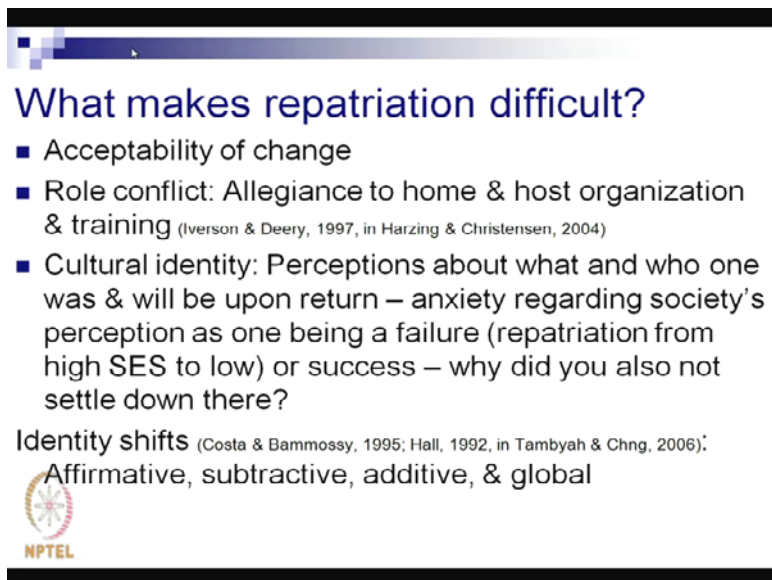
And, your expected to deal with the clients in a mixture of English and a regional language are many time just in the regional language or you go from India to say Germany you learn German you start conversing in German you come back you may be using Hindi or Punjabi or Bengali or Orria at home. But you come back you do not do

that work you forget the terminologies you come back and you get confused. And you may have learnt the German terminology; you may have learnt the Swedish terminology. But you do not remember the Orria terminology for example, or the Telugu terminology for certain things and you feel at a loss.

And, the each with which we use the language that we are used to using will affect how comfortable we fitted, how comfortably we adjusted as expatriates or even as repatriates. Because the way and you known what we forget is may we are using 1 type or 1 level of a language when we left by the time we come back; especially people who are out of the country between set 2 they their 1995 to say 2010. And these 10 years things have changed so much what people why use to people left before the cell phone these days they local rickshaw puller does not have who to strain.

But he as a cell phone he understands the lot of things people do not dirty public convinces anymore; people use a lot terms your made in the how is knows in the difference between the mouse the rodent and the mouse and this mouse. So, you known all these things have changed and people knowledge is changed. And very huge language has change. So, all these things have a bearing on what we and how will we fitting what we perceive of the language that we are expected to use in the country of expatriation. And in the in our home country after I stint aboard as a bearing and how well we fit in. And the in addition to language you have communication styles we have things that people may or may not be feel comfortable with we have perceptions all of those things pay a role. So, we talk about that.


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## What makes repatriation difficult?

- Acceptability of change
- Role conflict: Allegiance to home & host organization & training (Iverson & Deery, 1997, in Harzing & Christensen, 2004)
- Cultural identity: Perceptions about what and who one was & will be upon return – anxiety regarding society's perception as one being a failure (repatriation from high SES to low) or success – why did you also not settle down there?

Identity shifts (Costa & Bammosy, 1995; Hall, 1992, in Tambyah & Chng, 2006):  
Affirmative, subtractive, additive, & global



What makes repatriation difficult? One is accepting change; we have a hard time accepting that things may have changed when we will outside the country very thing is static. But I am the same no I am not the same I have changed my values may have been the same my beliefs have changed, may openness hopefully; if I am come back as a successful returnee or if I have a successful strait aboard my view about things as changed considerably. And while I was away things have changed back home also I slightly painful example of this. But something that many was can relates to that when we are away from our parents for a while or if you living in a if you belong to small town.

And, you go to start working in a bigger town and cannot go back in a home town for same 6 months, 8 months; year may be what happens when go back after year? Even with in India the number of cars has increased, the number of buildings has increased, the number of rankle in your parents faces has increased, the number of white hair they have as increased, the size of their medicines pouches has increased, they were a due things are changed; the major tritons are increased all of those things changed; it is become much more difficult to find how self in the town even within a span of 6 months or 8 months or year; why do we expect things to be the same when we go aboard we do not want to expect the things have changed everything is changed; in number of channels that your parents can see on the television has increased while you are away your mother

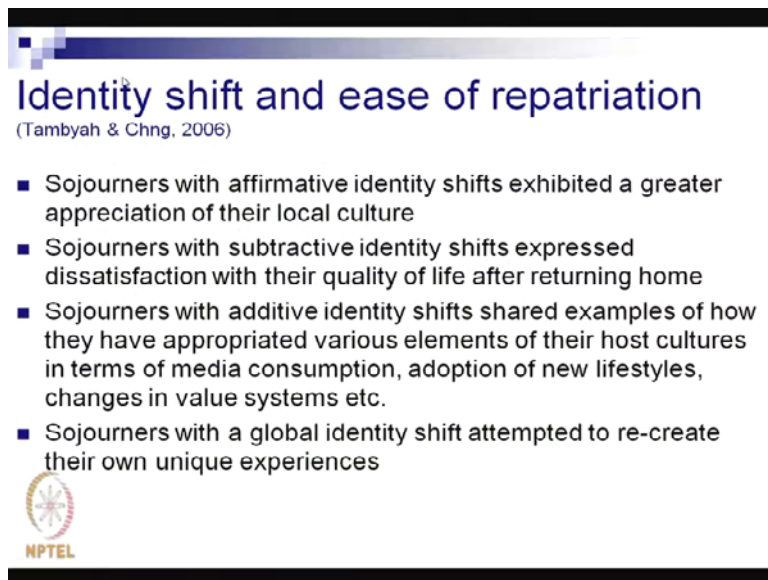
has started watching a 20-20 cricket when she had no idea when a even 1day cricket was popular or a 50 over match will popular. So, all those things are changed.

But we won not to expect changed role conflict allegiance to home and host organization and training we forget what role we are expected to play. And again there is a conflict how do we relate to more I was sent aboard on some activity I have sent aboard are some work. Now, do I still stay with what I went aboard for or do I come back and just take whatever I can use in my home country. And through where rest of the learning have had. And again what role do I play I am a still a foreign returned so and so or I am I a person will tying to who is a part of whose always a part of home culture.

So that really a creates problem cultural identity perception about what and who I was. And will be upon return anxiety regarding society is perception as I being failure repatriation from high socio economic status to low or success. So, you know there are perceptions about who you are, what you went aboard as, why did you go aboard; if go from a low socio economic status to a higher socio economic status aboard. And you decided to come back the first question people ask you why did you not stay in aboard? Why did you come back? Everybody stays their why did you have to come back from the United States why did you have come back aboard from aboard.

And, you feel like a failure I came back because I miss you home to much no why did you come back; you know why you give that give up that life and come back. And again what you will be proceed has you may have gone aboard to learn something; you may not have learnt everything that your expect to learn or you may a still be the same person you will not imbibed enough of the foreign culture and you come back. And you keep wondering what are people going to be expecting of me when I land back in the home country. And so they are these perceptions they are these anxiety regarding what and who I was his in the home country when their identity shifts affirmative subtractive additive and global.


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## Identity shift and ease of repatriation

(Tambyah & Chng, 2006)

- Sojourners with affirmative identity shifts exhibited a greater appreciation of their local culture
- Sojourners with subtractive identity shifts expressed dissatisfaction with their quality of life after returning home
- Sojourners with additive identity shifts shared examples of how they have appropriated various elements of their host cultures in terms of media consumption, adoption of new lifestyles, changes in value systems etc.
- Sojourners with a global identity shift attempted to re-create their own unique experiences



I will explain these what happens is so journeys with affirmative identity shifts exhibited a greater appreciation of their local culture; this is based on a research paper that was published by Thumb and Ching in 2006; I will give you the reference affirmative identity is when whatever you are is reinforced by the host culture after you go aboard you come back you know whatever believed about yourself is an information as an acknowledgement it is reinforced people say yes, you are great; the where you are you do not need you to changed; substantive is a I have to give up I add to give up something to be perceived has this successful person, that people see me as today additive is I had to add-on I was great the way I was.

But I had to add on this skills set. And I Have to add on additional things I my new identity consists of these additional things that I had to imbibe. And global is I am more much more flexible I can add on and subtract at will and that does not affect me. So, I am more flexible to letting attributes coming are be attached to my identity. And we remove from my identity the depending on the situation and that is the global identity. And identity shift is another issue that makes the repatriations difficult what to be identify with or where does are identity where does are identity sense of identity is it formative.

I am still the same person, I am still being regarded as same person is my social circle is the same, is my office still the same, is my road still the same or is subtract I am little lesser then what I was when I went to abroad or I am little more I am at higher position



by virtue of this trip abroad or I have just become more flexible even within same organization depending on the situation; I can either say during my trip up abroad this is what I learn this is what I to learn at another vocation; whatever I had even before I went on the trip can be given way.

And, I say only this much of me is require in this situation. So, I can just fit in and it does not relief bother me either way. So, all those things again you know how often to shift your identity; where does your sense of comfort like really determines how easy or how difficult you are repatriations is. Again, according to this paper sojourners with affirmative identity shifts exhibited a greater appreciation of their local culture your appreciation the way you are I am who I am people like me the way I am, people except me way I am people are comfortable with my attributes just the way they are.

So, this means that what I am bringing from home culture is could enough for any place sojourners with subtractive identity sifts expressed dissatisfaction with their quality of life after returning home; your identity shifts from point A to point B and point B is lesser. So, what happened is when go abroad people say in your home culture this is something that is was not to desirable why do you go by stretchable time? Why not standard time? You use standard time you come back you still start you start follow stretchable time again if you no, no, this is not rights something is not right about it this. And again 1 example or if you do x amount some work you will be rewarded in a certain way you come back home. And you say x amount work is any way expected of you if you do not do it you will punish. But you will keep doing it there is nothing additional that you will gained, because of it.

So, you feel uncomfortable you come back home; but does always dissatisfaction. And that dissatisfaction translates into your work. So, sojourners with additive identify shifts shared example of how they have appropriate various elements of their hosts culture in terms of media consumption, adaption of new lifestyles, changes in value system etc you come back. And you feel you brag about the new thing you have learned, you brag about you due perceive yourself at a higher level, because of this new identity that you have gained because of these new trades that you have added on to your identity.

So, you know how they have appropriated various elements of their host culture in terms of media consumption new lifestyle you taken a you changed; Something you sort of

become more than what you were in when you went abroad. And that is all adds to the to the sorry dissatisfaction you experience upon your return home sojourners with the global identity shifts attempted to recreate their own unique to experiences; what happens is if you have a global identity shifts; you say my experience is not like anyone else I have a totally new kind of experience in itself I what I have experience is a mixture of something that I have lost something that I gained. And it is fine my experience is very, very different. And that is why we communicate accordingly you deal within the accordingly you create this whole new perception about your experiences when upon your written abroad.

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**Work areas affected by repatriation adjustment**

- Performance & Turnover: Better adjustment ~ better performance ~ low turnover (Black et al, 1999, in Lee & Liu, 2007)
- Job satisfaction upon repatriation affected by:
  - Repatriates view of the differences between their international job assignment & their assignment upon return to their home country (Black et al., 1992, in Lee & Liu, 2007)
  - Repatriates view of the professional choices & career opportunities available to them upon their return home from a foreign assignment (Black et al., 1992; Oddou & Mendenhall, 1991; Tung, 1988, in Lee & Liu, 2007)
- Organizational commitment



Work areas that affected by repatriations adjustment the first area in your work that is affected by repatriations adjustment is performance. And turnover better adjustment leads to better performance; which leads to low turnover you come back your better adjusted. And how are you better adjusted you feel more comfortable in your skin you contribute more you happy to be back. And you fit in well you were identity shifted much logistic have been taken care of will come to those factor in a minute.

So that leads to better performance; that leads to low turnover if your organizations helping you feel comfortable why would you want to change the organization they treat you the treat be additional skills that you have gained with respect to come back in feel more comfortable the things; job satisfaction point repatriation is affected by the

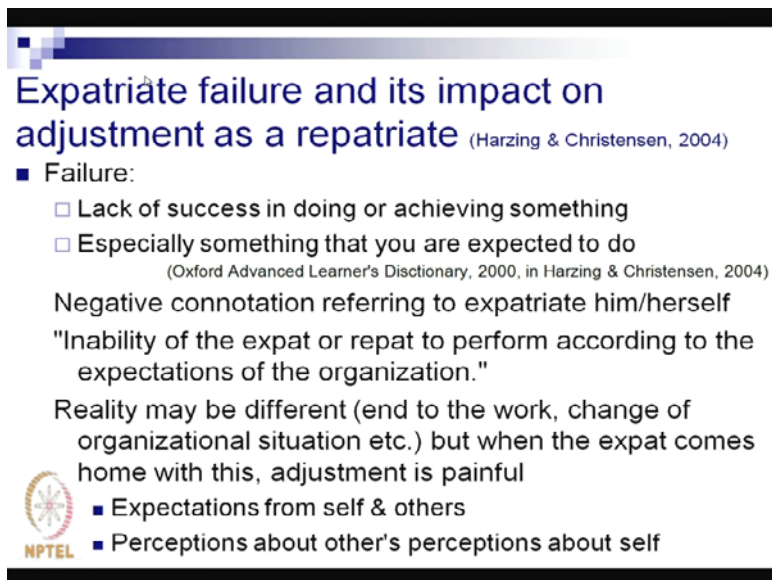
repatriates view of the differences between their international job assignment. And their assignment upon return to their home country.

So, how the repatriates view the differences between their international job assignment. And their assignment upon to their return home country the differences between this assignment you know what have you gained after coming back; usually what happen we send the abroad to learn new things we learn new things. And then we come back and we feel that we missing out may be salary is less, the work environment is different maybe the motivation different, maybe the people are not so comfortable to work with, may be the logistic support is not that much.

So, depending on the difference between what you are getting. Then you abroad and what you are getting after your you have come back to home country; the what you view as this differences has bearing on your job satisfaction in your home country after you return; repatriates view of the professional choices. And carrier opportunity availability to them upon their return home from foreign assignment again, this is you know 1 is the different between what you have the other is what ask can I get back by virtual trip of abroad what professional choices do I have, what career opportunities will I have in I come back home; will they be more will they be less.

And, so all this has a bearing on how you feel about your current work please organization commitment is another one how commitment you feel to your organization is dependent upon how satisfied you feel with your trip abroad; it is dependent on how comfortable you have felt with your trip abroad. And what you have gained through a your trip abroad. And how committed you feel to your organization will in turn affect the turnover the satisfaction you derived from work, how connected you feel to the organization, how much faith you have in your organization regarding the fact they will treat you well. And the that will in turn affect your performance and your turnover. And all of this things are interrelated if you see this thing there are interrelated.


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## Expatriate failure and its impact on adjustment as a repatriate (Harzing & Christensen, 2004)

- Failure:
  - Lack of success in doing or achieving something
  - Especially something that you are expected to do(Oxford Advanced Learner's Dictionary, 2000, in Harzing & Christensen, 2004)

Negative connotation referring to expatriate him/herself  
"Inability of the expat or repat to perform according to the expectations of the organization."  
Reality may be different (end to the work, change of organizational situation etc.) but when the expat comes home with this, adjustment is painful



- Expectations from self & others
- Perceptions about other's perceptions about self

Expatriate failure; and its impact on adjustment as a repatriate. So, failure has been defined as lack of success in doing or achieving something; especially something that you are expected to do when you talk about expatriate failure we will be talking about expatriate success still now you have been doing great you have done wonderful things; you come back home your adjustment is affected. Now, what happens is if you are forced to come back home after having failed in some assignment failure is defined as lack of success in doing or achieving something especially something you are expected to do. And in the case of expatriation negative it has I mean it generally has negative connotation where the burden is put on the person himself or herself; you must have done something wrong, you must have done something that is not right that is not expected of you.

So, in the case of an expatriation it is the inability of the expatriate or repatriate to perform according to the expectation of the organization; again it is there is a negative connotation attached it is your inability to perform according to the expectation that the organization has set these are not your own expectations. So, according to the organization you may be a failure. But then you should not be a failure because many times many things are out of your control the reality may be different. And they could be the end to the assignment that you have when sent there; you did your best. But what could you do; the work you were sent there; as for finished is sent it they could be a change of the organization is structure or organizational situation etc I mean.

And, they be political staff they could be other things they could be tsunami they could be whole much of thing. Because of which your trip of abroad as been cut shot I will give you an example of similar situation when 9011 happened at that point as always you know there was a whole bunch of Indian organizations that has sent their employees to the United States for training and staff. And I personally know 1 incident and I am sure many were they training was cut short by 3 weeks it was a 6 weeks trying the training cut short by 3 weeks. And this trainee is was sent back home because of the after night after day they in a tax.

And, again due to security reasons they did not want to too many foreigners in the countries. So, the even the organization that had organized this training decided to pull back there employees because of the problems that were coming up. Now, it is not your fault you know this were trainees. But even if you were to working over there it is not your fault. But when you come back people may or may not understand they will still see some people who are left behind especially; if you going from low socio economics status place high socio economics status area they say what did you do wrong that your sent back this can be painful.

And, in terms of the expectations from your own self and the others what you expect from your own self, what you what people expect from you as the expert that region; that can be make this transaction very difficult especially if you sent back before your time perception about the other perception about yourself I mean again if perception about perception what you I think people think of me, what do I think people think of my work in this organization. And what does so and so think? What they say? what will be people say if I go back before my time.


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**Repatriation Adjustment**  
(Black, Gregersen & Mendenhall, 1992)

■ **Factors:**

- Individual: Predictive control/ helplessness
- Job
- Organizational
- Non-work

Role  
Clarity/Ambiguity



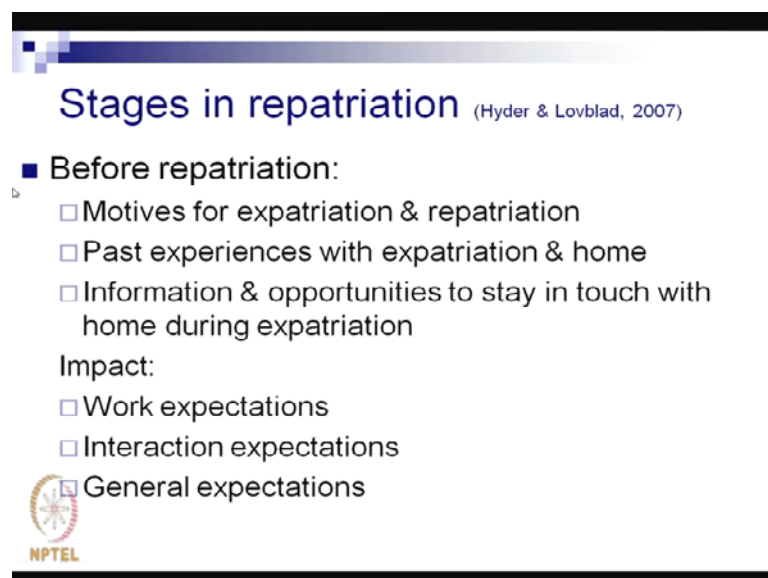
Repatriations adjustment depends on various factors the first one is here individual could be predictive control or helplessness again, how much control you think you have over the situation we will talking about the repatriations failure, expatriation failure on it is impact. So, you know how you adjust as a repatriate depends on all of this things is specially if you coming back before your time. And some factor that that govern repatriations adjustment or first one individual factors you could predictive control how much control you think you have you will have over situation when you go back your home country? How much control you think you will have over your job when you go back to your home country? How much control you think you will have over your children schools.

And, there admissions or over your spouse is employment over or over your health or over your normal life after all its uprooting yourself; when you talk about expatriation, we are not talking about sojourning, we are not talking about trip aboard we are talking about you have leaved aboard for several months, several years coming back. And you know wherever you start leaving you have this short of you put yourself on autopilot. So, your health system is set you have your own doctors, you have your own in India you have house help, you have tailor, you have vegetable vendor, you have grocery shop, you have all of things. And even though things change with time if you leaving in a place you do not really feel the transaction.

But when you come back after extend outside your home country it is you in face because your vegetable vendor calls you says; I have got the vegetable that you wanted can I come in can I bring into your house 12 clock in the afternoon instead of 9 in the morning I am able to trace that or you know I mean. So, your vegetable vendor calls you and says do you want come today so staff like that. So, you know all this things have changed and teach you. So, predictive control how much control you think you will have over your situation will it be similar to the time of control you had before you left or will it be different how helpless to you feel in this situation; what you think you know what you actually know about the situation.


So, all of those thing will have an impact on how adjusted you feel to your situation when you come back. Then the job and organization role and role clarity or ambiguity how clear you are about your role in the organization or at your job are as for is your own assignment work is assignment is concerned is it clear is it ambiguity. So, all of those thing and of course; non work factors it shows related to spouse your family, your daily life, your mode of transport the rush the traffic on road, the pollution in earths city, the labors you have the a rules governing in the parking of vehicles in your residential society stuff like that ok.

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**Stages in repatriation** (Hyder & Lovblad, 2007)

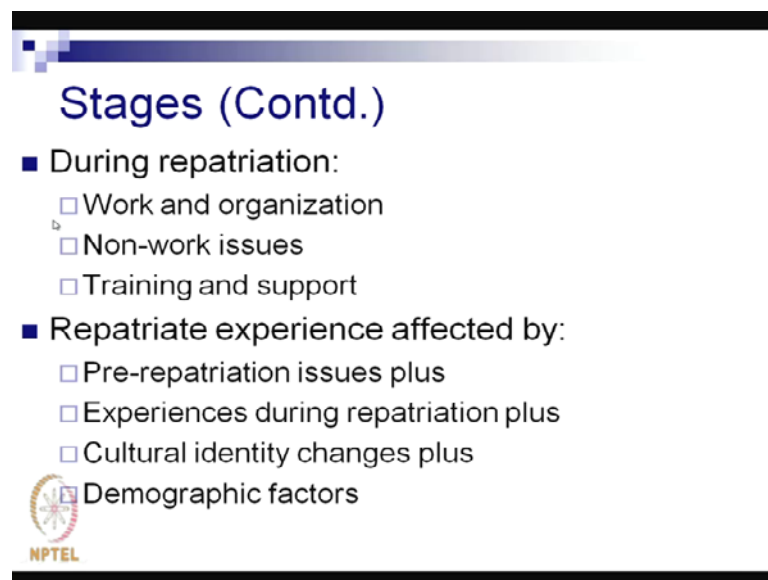
- Before repatriation:
  - Motives for expatriation & repatriation
  - Past experiences with expatriation & home
  - Information & opportunities to stay in touch with home during expatriation
- Impact:
  - Work expectations
  - Interaction expectations
  - General expectations



Stages in repatriations before repatriation you think about the motives the factor that affects your knowledge of your preparation; before repatriations are your knowledge of


your motives for expatriation and repatriations past experience with expatriation and home information. And opportunity to stain touch with home during the expatriation; how often have been able to establish contact with your home country with people back home, your motives, why did you go abroad, why did you decide to come back, what your know hoping to accomplish all of those thing past experiences was it is easy to transition into the new place, what is the difference between your home culture and your host culture. And this things impact your expectation from work your expectation from your interpersonal interactions. And your expectation in general from the society around you.

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**Stages (Contd.)**

- During repatriation:
  - Work and organization
  - Non-work issues
  - Training and support
- Repatriate experience affected by:
  - Pre-repatriation issues plus
  - Experiences during repatriation plus
  - Cultural identity changes plus
  - Demographic factors

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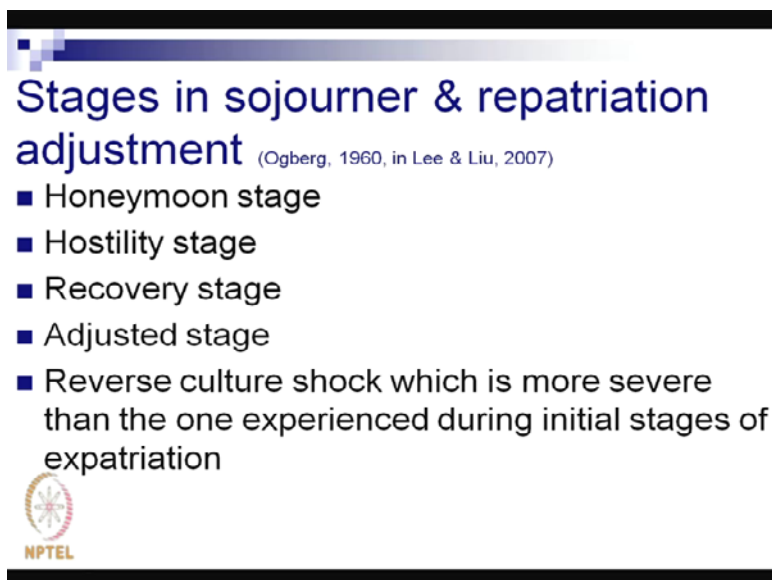
During repatriations you have a issues related to work in organization you have non work issues. And you could have training and support issues also me organization will trainee you, will support you; through this transaction some will not repatriate experience is affected by pre repatriations issues which is this part discussed the before the repatriations staff; experienced during repatriations your experience with your work and organization with your non work issues, family, children, school, spouses, employment etc.

Cultural identity changes like we just talk about demography factors where you stay temperature heat I mean; coming from a very cold place to very hot city like Delhi or Calcutta or Bombay or you know. So, I mean those climatic changes the size of the




house set of leaving in whether pets are allowed are not your wet I mean all of those thing make a different. So, are the distance from your parents place to your place the is with which get deference connection all of this things. So, your repatriate experience is affected by all of these things.

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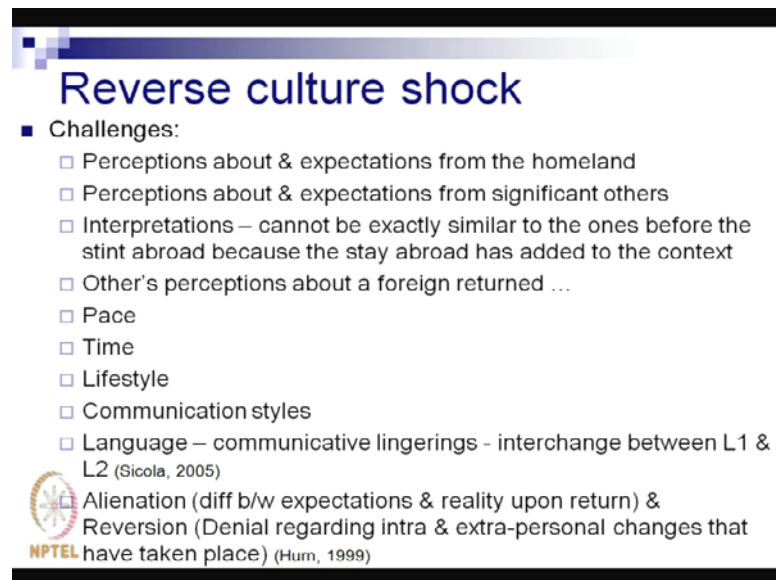
**Stages in sojourner & repatriation adjustment** (Ogberg, 1960, in Lee & Liu, 2007)

- Honeymoon stage
- Hostility stage
- Recovery stage
- Adjusted stage
- Reverse culture shock which is more severe than the one experienced during initial stages of expatriation




Stages in sojourner and repatriations adjustment you have various stages the first one is the honeymoon stages where everything is hunky dory everything is beautiful. Then comes the hostility when you start realizing oh my god this is how thing are different. Then is recovery then if settle down I have no choice but to adjust. And then sort adjusting given take happens. And then there is the reverse culture shock you know. So, you go out you adjust, and then come back and then you have a reverse cultural shock; it is you which most of year let us see what this is.

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## Reverse culture shock


- Challenges:
  - Perceptions about & expectations from the homeland
  - Perceptions about & expectations from significant others
  - Interpretations – cannot be exactly similar to the ones before the stint abroad because the stay abroad has added to the context
  - Other's perceptions about a foreign returned ...
  - Pace
  - Time
  - Lifestyle
  - Communication styles
  - Language – communicative lingerings - interchange between L1 & L2 (Sicola, 2005)

 Alienation (diff b/w expectations & reality upon return) & Reversion (Denial regarding intra & extra-personal changes that have taken place) (Hum, 1999)

Reverse cultural shock really is the difference between your perceptions of what you left behind. And the reality and your experiences but what you left behind when you come back. So, you know is that that deference that it is you the challenges are perception about and expectation from the homeland when you return perception about and expectation from significant others; the interpretation they cannot be exactly similar to the ones before that stint abroad because the stay abroad as added to the context. So, your interpretation changes others perception about foreign return so. And so foreign return employee, foreign return cousin, foreign return colleague, foreign return this.


And, that the phase at which we do things the time lifestyle values communication styles that have preferred in different culture language; communicative lingering is the interchange between L 1and L2; L 1 means, again you know it could be L 3, L 4, L 5. But I am just saying L 1 may be 1 language or so set of the languages that you are used to using before you left. And L 2 is language or the accent that you are that you used in your host country. So, bring some of those things back with you and the short of linger on in your conversations; alienation difference between expectation and reality upon return reversion denial regarding in grand extra personal changes that have taken place I am still the same nothing is changed. So, you know all of this thing have this are the challenges to culture shock this are things that make cultural shock more or less viewer.

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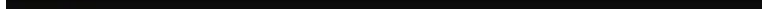


## Dealing with reverse culture shock

- Recognize and acknowledge what is happening
- Discuss issues with similar others
- Stay in touch with the other side
- Research the issues bothering you & look for solutions
- Be flexible, and know that change is inevitable




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How do you deal with reverse culture shock? Recognize and acknowledge what is happening discussed issues with similar others stay in touch with the other side; even when you are outside the country research the issue bothering you. And look first solution be flexible and know that changes inevitable.


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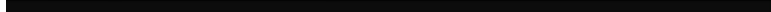
## Staying positive during repatriation

(O'Sullivan, 2002)

- Coping strategies (Tompson, 1993, in O'Sullivan, 2002):
  - Active attempts to change the work environment
  - Active attempts to seek out information or get extra training
  - Psychological reappraisal: Staying positive at all times
  - Psychological withdrawal: trying to keep one's feelings to oneself, or psychologically dissociating oneself from the situation



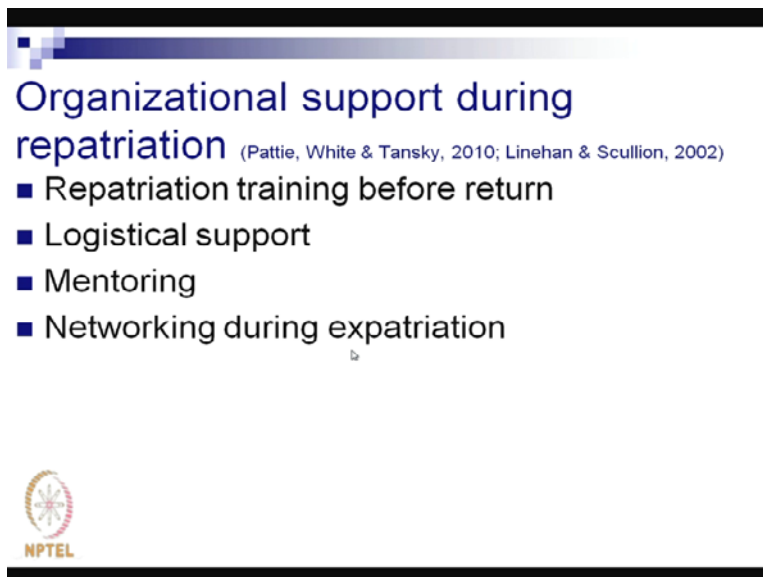
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Staying positive; during the repatriations some coping strategies that have been suggested by Thompson in o'Sullivan 2002 you can engage in active attempts to change the work environment; you can also engage in active attempts to seek out information or


get extra training psychological reappraisal staying positive at all times psychological withdrawal not really recommended when you try to keep own feelings to yourself. And think of a time when you're away from this situation.

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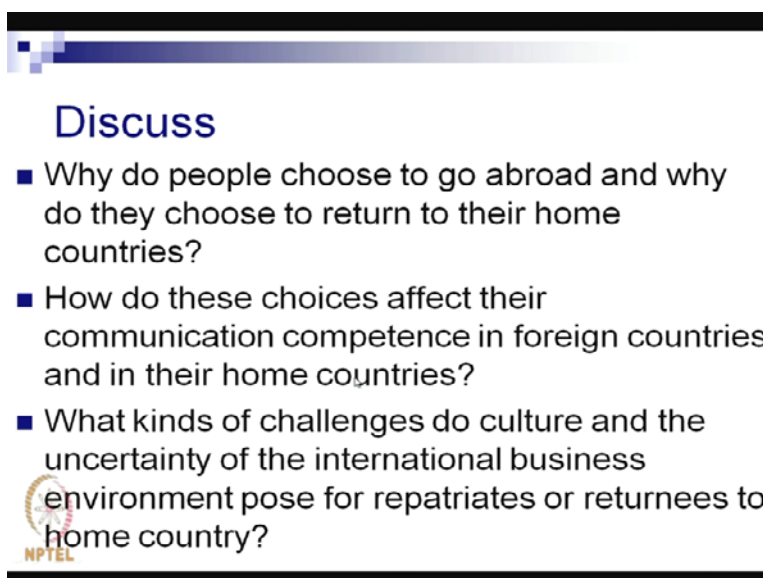
**Organizational support during repatriation** (Pattie, White & Tansky, 2010; Linehan & Scullion, 2002)

- Repatriation training before return
- Logistical support
- Mentoring
- Networking during expatriation




The organization support that can be provided during repatriations is repatriations training before return can be given to you by an organization; they could provide you with logistical support they could mentoring. And they could help you network during expatriation and repatriations.

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**Discuss**

- Why do people choose to go abroad and why do they choose to return to their home countries?
- How do these choices affect their communication competence in foreign countries and in their home countries?
- What kinds of challenges do culture and the uncertainty of the international business environment pose for repatriates or returnees to home country?



Now, I would like you to discuss a few things for next class: why do people choose to go abroad. And why do they choose to return to their home countries? How do those choices affect the communication competence in foreign countries. And in their home countries, what kinds of challenges do culture and the uncertainty of the international business environment pose for repatriates and returnees to home country? Think about these things. And we will have some more discussion next time.

Thank you.