

The influence of job demands and resources on turnover intentions among assignees and  
repatriates:

The role of organisational support, career advancement opportunities and organisational  
commitment in the field of international assignment

Romy Angelina Welleman

Utrecht University

Supervisor: J.F. Ybema

Date: June 26<sup>th</sup> 2018

Word count: 8128

Publicly accessible after 01/07/2018

### **Abstract**

In this study, the Job Demands-Resources (JD-R) model is used as a framework to test the influence of job demands and job resources on turnover intentions in the field of international assignments (IA). With a sample of 141 assignees and repatriates, we investigated whether they experience high job demands due to the expansion of their career on a global scale. Furthermore, we examine the influence of three job resources: objective organisational support (i.e. fulfilment of the psychological contract), subjective organisational support and perceived career advancement opportunities within the home company. We further examine if organisational commitment could mediate the effect of job demands and job resources on turnover intentions. We found some support for our model. Job demands did not show to be a significant predictor of turnover intentions in this study. In contrast to job demands, job resources such as subjective organisational support and perceived career advancement opportunities within the home company showed to be important predictors of turnover intentions. Furthermore, our data supports the mediating role of organisational commitment on the relationship between subjective organisational support and turnover intentions.

## **Introduction**

Organisations operating in an international environment are facing emerging geographical markets, increasing globalisation and the urgency to compete internationally, which has led to an increase in the complexity of their workforce. The continuing growth of international businesses and the increase in employee global mobility requires a new focus on the attraction, development and management of employees. For corporate Human Resource (HR) departments, it has become a key priority to strategically develop employees who can manage the increasing complexity of a global workforce and environment (Scullion & Collings, 2006; Caligiuri & Di Santo, 2001). As multiple research has demonstrated, international assignments (IA) have proven to be a critical tool to help organisations realise their global business and people strategies (Inkson, Arthur, Pringle & Barry, 1977; Dickmann & Harris, 2005; Kohonen, 2005; Stahl, Chua, Caligiuri, Cerdin & Taniguchi, 2009). Inkson et al. (1997) characterised IA as an international work assignment initiated by a company that is internationally active. The assignment requires the employee to possess both knowledge of the company's strategy and procedures, as well as have the ability to work and live successfully in a foreign environment and culture (Inkson et al., 1997). In this study, we define IA as work assignments that commissions employees (and their family if applicable) to live and work in a foreign country for several months or years.

Research has shown that international assignments are not only a critical tool to develop, attract and retain talent, but have become an essential part of individuals' career path (Stahl et al., 2009). In the light of sustainable employability and career mobility, IA is a relevant method to help employees advance within the labour market by offering the opportunity to expand their knowledge and skills on a global scale (McCollum, 2012). Repatriates, employees who return to

the home company after completing an international work assignment, can facilitate growth and expansion of their home company in such a way that they possess first-hand knowledge of specific cultural contexts, markets and customers. Repatriates have a broader understanding of how the organisation functions in a wider context and are part of a global social network that can be beneficial for the company's business around the world (Lazarova & Caligiuri, 2001). This way, IA can be seen as a valuable human capital investment both on organisational as individual level.

Despite the strategic and financial relevance of IA, research has shown that international work assignments do not always result in the desired outcomes and as Stahl et al. (2009, p. 90) stated "IA can be a double-edged sword". An issue that has received increased research attention is the high turnover rate among international assignees (e.g. Lazarova & Caligiuri, 2001; Stahl, et al., 2009). It has been found that some companies have lost between 40% to 55% of their assignees within three years after repatriation, due to voluntary turnover (Stahl, Miller & Tung, 2002). Bluedorn (1987) defined employee turnover as individuals leaving the company at their own initiative. From an employee perspective, turnover could be seen as a positive response to experienced organisational stress or proactive career development behaviour (Bluedorn, 1987). In the specific case of assignees and repatriates, stress could for instance be caused by not feeling fully supported during or after an IA and therefore could become a reason to leave the home company to find a new career challenge. However, on organisational level, turnover has a more negative connotation since it often results in high replacement costs, a loss of knowledge and a decrease in organisational effectiveness (Bluedorn, 1987). IA's are often seen as the most expensive employee investment a company could make, with costs potentially exceeding US\$1

million per assignee per long-term IA (McNulty, De Cieri, & Hutchings, 2007). Therefore, from an organisational point of view, assignee turnover is highly undesirable.

Many factors have been shown to influence assignee turnover intentions, such as low job satisfaction due to non-challenging jobs upon return to the home company, the degree of contact with the home company during the assignment, expatriate adjustment problems and the availability of HR support practices (Lazarova & Caligiuri, 2001; Stahl et al., 2009). For this study, we use the Job Demands-Resources (JD-R) model to define the most relevant factors that are likely to influence turnover intentions among assignees and repatriates. Job demands are aspects of the job that are physically or psychologically demanding and are generally associated with negative outcomes, whereas job resources are aspects of the job that are physically or psychologically beneficial and enabling employees to deal with job demands (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). We assume that assignees and repatriates are likely to experience high job demands due to the expansion of their career on a global scale. Specifically, we examine three psychological job resources that could counter the negative effects of this job demand for assignees and repatriates: objective organisational support from the home company (i.e. fulfilment of the psychological contract), subjective organisational support from the home company and perceived career advancement opportunities within the home company (i.e. whether the international assignment is seen as a tool to make promotion or enhance career perspectives).

Research on psychological contract, the ‘mental exchange’ between assignee and employer, has shown that when assignees or repatriates perceive the psychological contract as being unfulfilled, they are likely to experience less organisational support and as a result feel less committed to the home company (Haslberger & Brewster, 2009). Besides, it has been found that

when assignees or repatriates feel unchallenged in their careers, they are likely to feel less committed to their home company (Bollino & Feldman, 2000). In turn, a lack of organisational commitment has shown to be related to an increase in turnover intentions (Rhoades & Eisenberger, 2002; Van der Heijden, Van Engen & Paauwe, 2009).

Given that IA's are an important human capital strategy of today's multinational HR departments, predicting assignees' and repatriates' turnover intentions is a crucial first step in order to ultimately lower these turnover intentions. Therefore, the aim of this study is to investigate *if* job demands and job resources (i.e. objective and subjective organisational support and career advancement opportunities) are related to turnover intentions among assignees and repatriates and if job resources mitigate the effects of job demands due to career expansion on a global scale. Additionally, we examine *how* these job resources affect turnover intentions by examining the mediating role of organisational commitment. We empirically test our hypotheses in a sample of assignees, employees who are currently on IA, and repatriates, employees who returned from IA over the last two years.

## **Theoretical framework and hypotheses**

### *Job demands*

The theoretical framework of the JD-R model enables to explain the motivational condition and psychological health status of employees by looking at the balance between job demands and job resources. In this study, we use the theoretical framework of the JD-R model to get a deeper understanding of the influence that job demands and job resources have on assignees and repatriates during the expansion of their career on a global scale. More

specifically, by considering the stress-related outcomes of high job demands and insufficient job resources (Demerouti et al., 2001).

Job demands are commonly negatively associated with psychological and motivational outcomes for employees, whereas job resources can serve as ‘buffer’ to deal with job demands (Demerouti et al., 2001). According to the JD-R model, job demands decrease employee’s energy and motivation, with strain or negative employee outcomes as a consequence (Ren, Bolino, Shaffer & Kraimer, 2013). Research has shown that job resources enable employees to cope with pressing job demands and satisfies the basic psychological needs of autonomy, belongingness and competence. In turn, this fosters both the intrinsic and extrinsic motivation of employees (Hakanen, Schaufeli & Aloha, 2008).

In the case of international assignments, assignees are making extra efforts to meet the demands of a far reaching career step to perform on an international level, leaving the comfort zone of their home company and country behind. Therefore, we assume that excessive job demands due to career expansion on a global scale, are likely to result in an increase in turnover intentions among assignees and repatriates.

**Hypothesis 1.** Job demands due to career expansion on a global scale are positively related to turnover intentions among assignees and repatriates.

*Job resources: Organisational support and career advancement opportunities*

As proposed by the JD-R model, the availability of sufficient job resources is likely to stimulate employee motivation and psychological health. In the case of international assignments, we are interested which specific job resource promotes lower turnover intentions.

Organisational support practices have shown to be an important job resource for assignees and repatriates during their international assignment (Lazarova & Caligiuri, 2001). In this study, we distinguish two types of organisational support with regard to international assignments: objective organisational support and subjective organisational support. Objective organisational support refers to the objective assessment by assignees and repatriates whether certain support practices are offered by the home company or not. These practices include services such as financial counselling, continuous communication with the home office and career planning sessions. As international assignments propose a major transition in the employee's life and career, recognition by the company in return is likely to be expected by assignees and repatriates. In order to deal with an increased level of uncertainty due to the changes in a person's life and career, an automatic human response is to interpret and mentally organise the situation (Weick, Sutcliffe, & Obstfeld, 2005). This interpretation is guided by using available frameworks, such as the psychological contract framework. As Haslberger and Brewster (2009, p. 381) stated "psychological contracts are an important factor in assignee assignments because a person uprooting his/her life and family to move to another country is exposed to more risks than a person on home soil". The psychological contract consists of a mental equity equation: assignees and repatriates compare their perceptions of the objective support provided by the home company during an IA, relative to the sacrifices and contributions they personally make or have made during an IA. The greater perceived equity between objective organisational support and personal sacrifices, the greater the chance is that assignees and repatriates are staying with the home company (Feldman & Thompson, 1993; Lazarova & Caligiuri, 2001). The other type of organisational support, subjective organisational support, focuses on how assignees and repatriates personally experience organisational support. More



specifically, subjective organisational support practices refer to the individual perceptions by assignees and repatriates whether the offered organisational support is actually perceived as valuable and useful (Lazarova & Caligiuri, 2001). Research has shown that subjective organisational support is directly associated with intentions to stay or leave the company (Lazarova & Caligiuri, 2001).

We expect that assignees and repatriates who perceive more organisational support from their home company, will have lower turnover intentions.

**Hypothesis 2a.** Objective organisational support is negatively related to turnover intentions among assignees and repatriates.

**Hypothesis 2b.** Subjective organisational support is negatively related to turnover intentions among assignees and repatriates.

Another type of job resources that play a dominant role during international assignments are career advancement opportunities (Stahl et al., 2002). Research has shown that promotion and career advancement opportunities within the home company are leading factors for employees to accept an IA in the first place (Stahl et al., 2002). During an IA, employees are likely to expect to gain valuable career capital competencies which makes them more unique and attractive within the job market, resulting in personal competitive advantage over time (Valk, van Engen & van der Velde, 2014). However, the assumption that an international assignment is undoubtedly good for an employee's career is not as straightforward as it seems. Whereas IA may boost an assignees' or repatriates' knowledge or network, it can also result in skills that are not transferable to work practices at the home company (Jokinen, Brewster & Suutari, 2008).

Therefore, searching for job opportunities outside of the home company or eventually deciding to leave the home company might be the right solution for assignees and repatriates in order to make next steps in their career. However, from an organisational perspective, assignees and repatriates orientating at other companies to find more suitable career opportunities or eventually leaving the home company is the most undesirable outcome of an IA. Previous research demonstrated that assignees and repatriates who perceive a connection between their IA and career advancement opportunities at the home company, are more likely to stay with the home company upon return (Stahl et al., 2002; Ren et al., 2013).

We expect that assignees and repatriates who perceive more career advancement opportunities within their home company, will have lower turnover intentions.

**Hypothesis 2c.** Perceiving more career advancement opportunities within the home company is negatively related to turnover intentions among assignees and repatriates.

Furthermore, as the JD-R model proposes that the effects of job demands can be alleviated by a sufficient amount of job resources (Demerouti et al., 2001), we are interested to examine if the above three job resources mitigate the effects of job demands among assignees and repatriates on turnover intentions. In the specific case of international assignments, we assume that an imbalance between job demands and job resources results in a deprivation from the home company and as a result, lead to an increase in turnover intentions.

**Hypothesis 3a-c.** The positive relationship between job demands and turnover intentions will be weaker for assignees and repatriates with higher levels of (a) objective

organisational support, (b) subjective organisational support and (c) more perceived career advancement opportunities within the home company.

### *Organisational commitment*

The model of organisational commitment created by Meyer and Allen (1997) is globally recognised among researchers to predict employee outcomes, such as turnover intentions (Jaros, 2007). The model distinguishes three types of organisational commitment: affective, normative and continuance organisational commitment. Meyer and Allen (1997) defined affective organisational commitment as a type of organisational commitment based on the emotional ties that employees develop with the organisation via positive work experiences. Assuming that international assignments are generally seen as a positive incentive to stimulate enriching work experiences, we focus on affective organisational commitment throughout this study.

During an international assignment, employees are not only geographically but also psychologically distanced from their home company since they are employed by and involved with the host company. Research on organisational commitment and psychological contract breach, has shown that when assignees or repatriates feel distanced or left out by their home company, they are less committed to their home company as a consequence (Bolino & Feldman, 2000). Moreover, it has been found that receiving sufficient job resources, such as subjective and objective organisational support, has a positive effect on organisational commitment (Haslberger & Brewster, 2009; Gregersen & Black, 1992). Furthermore, it has been found that organisational commitment has shown to be related to intentions to leave an organisation and actual turnover behaviour (Gregersen & Black, 1992; Rhoades & Eisenberger, 2002; Van der Heijden et al., 2009).

We therefore expect that organisational commitment mediates the relationship between job resources (i.e. objective and subjective organisational support and career advancement opportunities within the home company) and turnover intentions among assignees and repatriates.

**Hypothesis 4.** The relationship between (a) objective organisational support, (b) subjective organisational support and (c) more perceived career advancement opportunities on turnover intentions among assignees and repatriates is mediated by organisational commitment.

## **Method**

### *Data collection and sample*

To test the hypotheses, we distributed a survey among both assignees, employees who are currently on international assignment, and repatriates, employees who have returned to their home country over the last 12 months after completing their assignment. The survey was spread among assignees and repatriates from office locations located in Asia, Africa, Europe, Latin America, North America and Oceania. Besides an online survey, 13 semi structured interviews were held with international assignees and repatriates.

The distribution of the online survey and the interviews took place at a multinational company in the Netherlands. The company is part of a global network with office locations based in 155 countries worldwide, representing multiple industries such as tax consultancy, business advisory, audit practices and business support services. The online survey was spread among employees working in all four industries. Data were collected with the use of a standardized questionnaire which we developed after an extensive review of expatriate literature in the field of

international assignments (Appendix 1). As English is the spoken language at the company, the questionnaire was written in English. Request for participation in the study was made by directly contacting assignees and repatriates via a personal email which contained a unique URL hyperlink to the questionnaire. A sample of 249 employees were eligible for our study. Two weeks after our initial e-mail, another e-mail with a reminder to participate in the study, was sent. The response rate for the total sample of 249 employees was 56.6%, resulting in 141 filled in surveys.

We used the expat dataset of the HR Global Mobility department to identify our sample. The sample includes both outbound assignees, employees with the Netherlands as their home office location, and inbound assignees, employees with any other country than the Netherlands as their home office location. Both outbound and inbound assignees were eligible for the study if they met the criteria of having gone through the international assignment process, which is managed by the HR Global Mobility department at the office location in the Netherlands. While exploring the dataset, we observed that 23% of the employees from the total 159 repatriates had already left the company within 12 months after finishing their international assignment and their return to the home office. Unfortunately, due to the lack of contact details, we were unable to contact this group and therefore, they did not participate in our study.

In table 1, the demographic profiles of the assignees and repatriates who participated in the study are shown. Of the total group of 141 respondents, 66% were assignees and 34% were repatriates. Overall, the typical respondent was a man with the age below 30 and on an international assignment in Europe.

Table 1. Demographic profiles

Demographic variables	Percentages	
	Assignees ( <i>n</i> = 93)	Repatriates ( <i>n</i> = 48)
<b>Gender</b>		
Male	64.5	62.5
Female	35.5	37.5
<b>Age</b>		
< 30 years	64.5	68.8
30 - 40 years	31.2	29.2
> 40 years	4.3	2.0
<b>Assignment type</b>		
Long term in the Netherlands	34.4	14.6
Long term not in the Netherlands	21.5	12.5
Short term in the Netherlands	35.5	43.8
Short term not in the Netherlands	4.3	12.5
SWAP program	4.3	16.7
<b>Assignment location</b>		
Asia	15.0	10.4
Africa	1.0	6.3
Europe	69.9	66.7
Latin America	3.2	4.2
North America	8.7	6.2
Oceania	2.2	6.2

*Note.* Long term assignment > 12 months, short term assignment = 3 – 6 months, SWAP program = two employees swapping their office location and team.

### Measures

*Job demands.* We used the Copenhagen Psychosocial Questionnaire (COPSOQ), developed by Kristensen and Borg (2003), to measure job demands. Five items were used to measure quantitative job demands. Respondents indicated on a scale from 1 (never) to 5 (always) to what extent they experienced their job as demanding. An example item was “I have too much to do at work”. Cronbach’s alpha was  $\alpha = .84$ .

*Objective organisational support.* We used 10 human resource practices that are associated with a successful support system for assignees and repatriates to measure objective

organisational support (Lazarova & Caligiuri, 2001). For each practice, we asked participants to indicate whether these support practices were offered to them or not. Responses were made on a 5-point rating scale, from 1 (strongly disagree) to 5 (strongly agree). This rating represents the extent to which assignees and repatriates experience if their psychological contract was fulfilled on behalf of the organisation. An example item was “Regular communication during the secondment” ( $\alpha = .83$ ).

*Subjective organisational support.* This variable was measured using 15 items from Eisenberger, Huntington, Hutchison and Sowa’s (1986) measure of subjective perceived organisational support. Responses ranged from 1 (strongly disagree) to 5 (strongly agree). An example items was “The organisation really cares about my well-being”. Cronbach’s alpha for the 15-item Organisational Support scale was  $\alpha = .93$ .

*Career advancement opportunities.* We used five items from the internal employability scale, developed by De Cuyper and De Witte (2008), to measure perceived career advancement opportunities within the home company. The response scales were translated from Dutch to English. An example items was “In my current job, I have the opportunity to make promotion” ( $\alpha = .82$ ).

*Organisational commitment.* To measure affective organisational commitment, we used 7 items developed by Meyer and Allen (1997). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). An example item was “I feel a strong sense of belonging to my organisation” ( $\alpha = .89$ ).

*Turnover intentions.* We measured this variable with a 4-item scale from 1 (strongly disagree) to 5 (strongly agree). We used three items from Sjöberg and Sverke (2000) and one item from Wayne, Shore and Liden (1997). The four items are: “I am actively looking for a job

outside my home company,” “If I was completely free to choose, I would leave this job,” “As soon as I can find a better job, I will leave my home company,” and “I often think about quitting my job” with a Cronbach’s alpha of  $\alpha = .87$ .

*Control variables.* We controlled for repatriates’ and assignees’ gender, age and whether someone was on assignment or had already returned to the home office at time of filling in the survey.

### *Analysis*

To analyse the data, IBM SPSS Statistics 25 was used. Prior to testing our hypotheses, we investigated the underlying structure of the 46-item questionnaire by conducting a principal component factor analysis. to investigate discriminant validity among our six theoretical variables: job demands, objective organisational support, subjective organisational support, career advancement opportunities, organisational commitment and turnover intentions. Examination of the data indicated that not every variable was perfectly normally distributed. Given the robust nature of factor analysis, these deviations were not considered problematic. A linear relationship was identified among the variables. Six factors (with Eigenvalues exceeding 1) were identified as underlying the 46 questionnaire items. In total, these factors accounted for around 54.8% of the variance in the questionnaire data.

After conducting the PCA, we tested the reliability of the six scales based on the criteria defined by Field (2013). According to these criteria,  $\alpha = < .60$  is insufficient,  $.60 < \alpha < .70$  is considered as sufficient and  $\alpha > .70$  was defined as good. All of our six theoretical variables scored higher than  $\alpha = .80$  which shows our scales meet the criteria of good reliability.



To test our hypotheses, we performed a standard multiple regression analysis and a Process analysis to test for mediating effects. The findings from the multiple regression and Process analysis were further supported by qualitative data that was gathered from the qualitative interviews that were held with both assignees and repatriates. An additional multiple regression analysis to investigate group differences between assignees and repatriates when testing our model, did not show significant results.

Before interpreting the results of the regression, a number of assumptions were tested. First, Boxplots indicated that the variables in the regression model were normally distributed and free from univariate outliers. Secondly, the normal probability plot of standardised residuals indicated that the assumptions of normality, linearity and homoscedasticity of residuals were met. Third, Mahalanobis distance did not exceed the critical value for any cases in the data file, concluding that multivariate outliers were not a concern.

## **Results**

### *Descriptive statistics*

Table 2 shows the descriptive statistics, reliability estimates and correlations of the variables. The variable job demands showed small relationships only and was not correlated to any variable. However, the variables job resources, objective organisational support, subjective organisational support, career advancement opportunities, organisational commitment and turnover intentions showed a medium to large relationship. All job resources (i.e. objective organisational support, subjective organisational support and career advancement opportunities) correlated with turnover intentions: as assignees and repatriates experienced more support and career opportunities during or after their IA, their turnover intentions were lower. Furthermore, organisational commitment correlates with all variables but job demands. Assignees and

repatriates with a higher level of organisational commitment, had lower turnover intentions. Additionally, the correlation analysis showed that the control variables assignee or repatriate and age correlate with turnover intentions. Interestingly, we found a significant difference for gender with respect to career advancement opportunities: compared to male participants, female participants perceive a lower level of career advancement opportunities within the home company. Furthermore, we found a significant difference between the three age categories on career advancement opportunities, organisational commitment and turnover intentions. With regard to our research question and hypothesis, we included these three control variables in our multiple regression analysis.

*Table 2. Means, Standard Deviations and Correlations*

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1. Job demands	2.69	.76	-								
2. Objective organisational support	3.14	.61	.00	-							
3. Subjective organisational support	3.40	.60	-.11	.64**	-						
4. Career advancement opportunities	3.57	.72	.12	.26**	.54**	-					
5. Organisational commitment	3.35	.68	.05	.33**	.53**	.46**	-				
6. Turnover intentions	2.67	.84	-.04	-.22**	-.42**	-.42**	-.57**	-			
7. Assignee (=0) or repatriate (=1)	0.34	.47	.05	.12	.05	.18*	.01	.19*	-		
8. Gender (0 = male, 1 = female)	1.36	.48	-.11	-.15	-.15	-.25**	-.15	.13	.02	-	
9. Age (0 = <30, 1 = 30-40, 2 = > 40)	1.38	.55	.03	.04	.13	.27**	.25**	-.25**	-.06	-.19*	-

*Note.* *N* = 141. \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed)

### *Hypothesis testing*

We first regressed turnover intentions on the three control variables (See Table 3, Step 1) before we added job demands to the regression equation (Table 3, Step 2). As shown in Table 3, Step 2, job demands showed not to be a significant predictor of turnover intentions. This is in line with correlation Table 2, which showed that job demands and turnover intentions are not correlated. Thus, hypothesis 1 was not supported.

According to hypothesis 2a-2c, the three job resources of (a) objective organisational support, (b) subjective organisational support and (c) more perceived career advancement opportunities within the home company, were negatively related to turnover intentions. As shown in Table 3, no significant result was found for objective organisational support. However, subjective organisational support ( $\beta = -0.24$ ,  $p = 0.05$ ) and perceived career advancement opportunities within the home company ( $\beta = -0.29$ ,  $p = 0.01$ ) were both significantly and negatively related to turnover intentions (Table 3, Step 3). Our data therefore supports the expectation that if assignees and repatriates experienced more subjective organisational support and perceived career advancement opportunities within the home company during or after their IA, they had lower intentions to leave the home company.

To test hypothesis 3a-3c, we tested the moderating effects of the three separate job resources (i.e. objective organisational support, subjective organisational support and career advancement opportunities) in mitigating the effect of job demands on turnover intentions. As proposed by hypothesis 3a-3c, we expected that objective organisational support, subjective organisational support and career advancement opportunities would each weaken the job demands' positive effect on turnover intentions. We therefore added three interaction terms, which were formulated by multiplying the job demands with each job resource (Table 3, Step 4).

We found no significant results for any of the three separate job resources of weakening the effect of job demands on turnover intentions. Moreover, adding the interactions between job demands and the three separate job resources did not significantly contribute to the regression together.

Table 3. Standardised regression results for hypotheses 1 to 3.

Predictors	Turnover intentions			
	Step 1	Step 2	Step 3	Step 4
<i>Control variables</i>				
Assignee (= 0) or repatriate (= 1)	0.18*	0.18*	0.26**	0.26**
Gender (0 = male, 1 = female)	0.08	0.08	-0.01	0.00
Age (0 = <30, 1 = 30-40, 2 = > 40)	-0.22*	-0.22*	-0.12	-0.12
<i>Job demands</i>				
		-0.05	-0.05	-0.04
<i>Job resources</i>				
Objective organisational support (OOS)			-0.02	-0.01
Subjective organisational support (SOS)			-0.25*	-0.24*
Career advancement opportunities (CAO)			-0.30**	-0.29**
<i>Moderators</i>				
Job demands X OOS				0.06
Job demands X SOS				-0.14
Job demands X CAO				0.08
Overall R <sup>2</sup>	0.10	0.10	0.31	0.32
Overall F-test	4.28**	3.26*	7.40**	5.23**
ΔR <sup>2</sup>	0.10	0.00	0.21	0.00
ΔF-test	4.28**	0.29	11.72**	0.42

Note. N = 141. \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed). No significant results between assignees and repatriates were found when testing our model.

As proposed by hypothesis 4a-4c, we expected that organisational commitment has a mediating effect on the relationship of the three separate job resources (i.e. objective

organisational support, subjective organisational support and career advancement opportunities) and turnover intentions. We first regressed organisational commitment on the variables. As shown in Table 4, subjective organisational support ( $\beta = 0.40, p < 0.01$ ) and perceived career advancement opportunities within the home company ( $\beta = 0.19, p < 0.05$ ) were both significantly related to organisational commitment. Indicating that if assignees and repatriates experienced more subjective organisational support and perceived career advancement opportunities within the home company during or after their IA, they felt more committed to the organisation.

Table 4. Standardised regression results for the mediation model.

Predictors	Organisational Commitment		
	Step 1	Step 2	Step 3
<i>Control variables</i>			
Assignee (= 0) or repatriate (= 1)	0.03	0.03	-0.04
Gender (0 = male, 1 = female)	-0.09	-0.09	-0.00
Age (0 = <30, 1 = 30-40, 2 = > 40)	0.24*	0.24*	0.14
<i>Job demands</i>		0.05	0.07
<i>Job resources</i>			
Objective organisational support (OOS)			0.03
Subjective organisational support (SOS)			0.40**
Career advancement opportunities (CAO)			0.19*
Overall R <sup>2</sup>	0.07	0.08	0.35
Overall F-test	3.10*	2.37*	8.64**
$\Delta R^2$	0.07	0.00	0.27
$\Delta F$ -test	3.10*	0.25	15.78**

Note. N = 141. \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed). No significant results between assignees and repatriates were found when testing our model.

To test the mediating role of organisational commitment on the relationship between the three job resources (i.e. objective and subjective organisational support and career advancement opportunities) and turnover intentions, we conducted a multiple regression analysis and a Process analysis.

Hypothesis 4a predicted that the effect of objective organisational support on turnover intentions is mediated by organisational commitment. As shown in Table 5, no large indirect effect of objective organisational support ( $\beta = -0.02$ ) on turnover intentions was found. Both the multiple regression and Process analysis did not show support for hypothesis 4a, the mediating effect of organisational commitment on turnover intentions for objective organisational support.

Hypothesis 4b predicted that the effect of subjective organisational support on turnover intentions is mediated by organisational commitment. The multiple regression analysis did not show a significant direct effect of subjective organisational support on turnover intentions after adding organisational commitment to the model (Table 5, step 3-4). However, the results of the Process analysis showed a mediation effect of organisational commitment on turnover intentions for subjective organisational support with  $\beta = -0.23$  [-0.4731, -0.0533]. Therefore, hypothesis 4b was supported.

Hypothesis 4c predicted that the effect of career advancement opportunities on turnover intentions is mediated by organisational commitment. The multiple regression analysis showed a significant direct effect of career advancement opportunities on turnover intentions ( $\beta = -0.25$ ,  $p < 0.01$ ) (Table 5, step 3-4). However, the Process analysis showed no mediating effect of organisational commitment on the relationship between career advancement opportunities and turnover intentions. Hypothesis 4c was therefore not supported.

Table 5. Standardised regression results for hypothesis 4a-4c.

Predictors	Turnover intentions			
	Step 1	Step 2	Step 3	Step 4
<i>Control variables</i>				
Assignee (= 0) or repatriate (= 1)	0.18*	0.18*	0.26**	0.24**
Gender (0 = male, 1 = female)	0.08	0.08	-0.01	-0.01
Age (0 = <30, 1 = 30-40, 2 = > 40)	-0.22*	-0.22*	-0.12	-0.06
<i>Job demands</i>				
		-0.05	-0.05	-0.02
<i>Job resources</i>				
Objective organisational support (OOS)			-0.02	-0.00
Subjective organisational support (SOS)			-0.25*	-0.09
Career advancement opportunities (CAO)			-0.31**	-0.25*
<i>Mediator: Organisational commitment</i>				
				-0.41**
Overall R <sup>2</sup>	0.10	0.10	0.31	0.24
Overall F-test	4.28**	3.26*	7.40**	10.29**
ΔR <sup>2</sup>	0.10	0.00	0.21	0.11
ΔF-test	4.28**	0.29	11.72**	21.25**

Note. N = 141. \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed). No significant results between assignees and repatriates were found when testing our model.

## Discussion

International assignments serve as valuable human capital investments for organisations to enable growth and expansion on both employee and organisational level. However, international assignments lead to many changes in both the personal and professional life of employees. Recognizing that international assignments can be a ‘double-edged sword’, we sought to understand how turnover intentions among assignees and repatriates are influenced by job demands, job resources and organisational commitment.

In this study, we integrated the Job-Demands Resources Model to understand the role of job demands and job resources in the field of international assignments (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). In contrary to what the JD-R proposes, job demands did not show to be a significant predictor of turnover intentions in this study (Hypothesis 1). Results from the qualitative interviews with assignees and repatriates offered further explanations for this finding. An explanation could be that employees don't experience international assignments as a demanding expansion of their career, rather as an opportunity to grow and expand their knowledge and skills on a global scale. This explanation was supported by our quantitative data, indicating that job demands and turnover intentions were not correlated. The verbal responses of some respondents further illustrate this explanation:

*"I went on assignment with the idea to give my career an impulse. I think if I would have had the same work responsibilities during my time abroad as I have at home, I would not have done it. But because the assignment is so much more than just work, you also get much more in return with regards to a personal development and a new pleasant lifestyle."* (Dutch repatriate after completing a long term assignment in the Dutch Caribbean).

*"I really haven't had any challenging work during my assignment, as it is has generally been tasks and responsibilities that I have been doing at home a couple of years ago as well. So workwise, I haven't really challenged myself as such. To be honest, I would like to be challenged a little bit but obviously I'm only here for a short time. On a personal level, I just wanted to try out how things were in a different office and this was my first time abroad with the company. And in a way it is similar to back home, but obviously you are in a different office and in a different culture, so it has definitely given me more confidence and a broader mind set. So I can go home and say "I've done that"! I have picked up quite a few good skills."* (Australian assignee, on short term assignment in the Netherlands).



*“It’s incredible that the company offers such a chance to work and live abroad and I am convinced that this is one of the biggest and most intense challenges in my life so far. An assignment is not just a challenge on work level, but definitely one on an emotional level as well. This is something very special and valuable.”* (Dutch assignee, SWAP program to Australia).

Interviews with assignees and repatriates learned us that international assignments are generally not perceived by assignees and repatriates as a career expansion that causes high job demands due to the expansion of their career on a global scale. Instead, international assignments are often perceived as a unique chance for employees to design their own career path and make use of the international network of the company. This is in line with what was found in the research of Stahl, Miller and Tung (2002), in where they argue that traditional careers are slowly being replaced by the boundaryless careers. Under this perspective, individuals no longer pursue careers within a single organisation, but instead find their best opportunities for their professional development by moving from one organisation to the other.

In contrast to what was found with respect to job demands, the job resources component of the JD-R model showed to be more valuable when predicting turnover intentions among assignees and repatriates. In particular, subjective organisational support and perceived career advancement opportunities within the home company showed to be important predictors of turnover intentions (Hypotheses 2b-2c). The assignees and repatriates who perceive higher levels of subjective organisational support (i.e. the feeling that the organisation cares about their well-being and personal sacrifices during and after their IA) and more career advancement opportunities within the home company, have lower intentions to leave the organisation. This finding supports the research of Lazaraova and Caligiuri (2001) that showed a direct association between subjective organisational support and turnover intentions. Moreover, our data supports

what was found in previous conducted research which demonstrated that assignees and repatriates who perceive a connection between their IA and their career advancement opportunities at the home company, are more likely to stay with the company (Stahl et al., 2002; Ren et al., 2013). In contrast, the relationship between objective organisational support and turnover intentions was not confirmed in this study (Hypothesis 2a). Findings from the qualitative interviews with assignees and repatriates support our quantitative data:

*“I want to become a manager at the home office and during my international assignment I got the chance to manage a team of 23 people. So this is definitely something that I can show in order to be eligible to make promotion at the home office.”* (Dutch assignee, on long term assignment in India).

*“I experienced a lot of support from my home team and office for going on international assignment. I feel like that is a must have in order to make an assignment work.”* (Australian assignee, on short term assignment in the Netherlands).

*“My international assignment suited my personal long term career goals as I made promotion during my time abroad. I learned so much during my secondment which I would have never learned at home, in my familiar comfort zone. During my repatriation to the home country, I made sure to not take the same position in my old team as I did before. Because you develop so much during an assignment you can truly add value to your team at the home office upon return. So now I know that I am capable of working and living abroad, I know that I can do new big things at home as well.”* (Dutch assignee, on long term assignment in Norway).

Since job demands were found to be no significant predictor of turnover intentions in the first place, our analysis did not confirm the moderating effects of job resources (i.e. objective

organisational support, subjective organisational support and career advancement opportunities) in mitigating the effect of job demands on turnover intentions (Hypothesis 3a-3c).

The mediating effect of organisational commitment on the relationship between the separate three job resources (i.e. objective organisational support, subjective organisational support and career advancement opportunities) and turnover intentions, as predicted in hypothesis 4a-4c, was partially confirmed. No support was found for the mediation effect of organisational commitment on turnover intentions for objective organisational support (Hypothesis 4a). However, we did find support for the mediating effect of organisational commitment on turnover intentions for subjective organisational support (Hypothesis 4b), which means that if assignees and repatriates perceive lower levels of subjective organisational support at the home company during or after their international assignment, they are likely to feel less committed to the home company as well, resulting in higher turnover intentions. For career advancement opportunities, we did not find support for the mediating effect of organisational commitment on turnover intentions (Hypothesis 4c). Findings from the qualitative interviews with assignees and repatriates further illustrate this:

*“I was having a great time during my assignment, but at the other hand, I knew I had to go home at some point. So I found out that this ‘counting down’ did not work for me on the long term. So I decided to think “Right now, I’m here and I’m going to build up a life here”. (Dutch repatriate after completing a long term assignment in the Dutch Caribbean).*

*“I stayed in contact with my home company and team, both on work and personal level. For example, we even visited each other during my assignment but also helped each other with work related stuff. During my assignment, I even made promotion and my home Performance Manager was very engaged in this process. I appreciated this very much.” (Dutch repatriate after completing a long term assignment in Norway).*

*“I have a very good relationship with my home Performance Manager and we have one call per month to check how things are going. For example, we discuss my progress but also what my assignment means for my further career planning at the home office. Besides, the support by the home Global Mobility department is very valuable. Especially for India, quite some arrangements need to be made and this could not have been done without their knowledge and guidance. It also helped me to be in touch with old assignees who have been to India on secondment before me, in order to share experiences.”* (Dutch assignee, on long term assignment in India).

### *Strengths and limitations*

This study has contributed to the expatriate literature by combining quantitative and qualitative research to draw conclusions on turnover intentions among assignees and repatriates. The qualitative data has enabled us to get a deeper understanding of what was found in the quantitative data. Through this integrated approach, we were able to offer an explanation for why job demands were not associated with turnover intentions among this specific set of assignees and repatriates. Our findings suggested that international assignment are generally seen by employees as an opportunity for further personal growth and development, rather than a demand on one's career.

However, as it was our attempt to examine the JD-R framework in the field of international assignments, the fact that we did not find support for the relationship between job demands and turnover intentions among assignees and repatriates, could be seen as a limitation of this study. The JD-R framework did not show to be entirely useful in order to fully explain turnover intentions among assignees and repatriates in this specific study.

As we specified job resources into three distinct resources (i.e. objective organisational support, subjective organisational support and career advancement opportunities) throughout our analysis, the job resource component of the JD-R model did show to be rather valuable when

predicting turnover intentions among assignees and repatriates. However, in contrast to job resources, we did not specify job demands into distinct demands. The fact that no association was found between job demands and turnover intentions of assignees and repatriates could be attributed to the limitation in our analysis with regard to the job demand component of the JD-R model. Based on our qualitative data, we suggest future research to specify job demands by measuring the challenges and hindrances that assignees and repatriates might face as a result of an international assignment. In particular, the construction of the JD-R model as used in the research by Ren, Bolino, Shaffer and Kraimer (2013), by dividing both job demands and resources into distinct variables, showed to be a more fruitful method of integrating the JD-R framework into expatriate research.

As our study had a cross-sectional design, our analysis was based on single source data. Since cross-sectional designs are ill-suited to test casual relationships, it is impossible to provide evidence regarding the temporal order of variables. This has led us to only discuss the associations between the variables our study. For further research, it would be interesting to examine the influence of job demands, job resources and organisational commitment on turnover intentions among assignees before they go and after they return from their international assignment.

### *Implications*

This study was conducted among assignees and repatriates at one single company, which has limited our sample size. Even though the response rate by the assignees within our sample was similar to other research in the field of international assignments, we would have expected to have a higher response rate among repatriates. As we only had a small amount of repatriates ( $n =$

48) in our sample, this has most likely influenced the fact that we did not find any significant results between the two groups when testing our model. The observation that 23% of the total 159 repatriates, had already left the company within 12 months after finishing their international assignment and their return to the home office, explains the low level of repatriates in our sample. We found that the HR system and database which are used to manage the information about the international assignments of the company, are not being used to track exit reasons of repatriates. Therefore, we were unable to get a deeper understanding of the specific factors that influenced repatriates to leave the company upon return. In order to create a full picture of the process that assignees go through, we suggest to integrate the exit reasons of repatriates who decide to leave the home company upon return, into the database. This is enables to further indicate critical factors that could lead to actual turnover among assignees and repatriates.

Finally, as we examined the relationship between job resources and turnover intentions we did not consider how individual characteristics of both the assignee and the international assignment, influence their perspective on job resources during their time abroad, such as organisational support. For instance, an assignee on a short term, three months during assignment to India might need less organisational support from the home company than an assignee who is on a long term, 24 months during assignment to the USA. As we have learned from the qualitative interviews with both assignees and repatriates, we have noticed that every international assignment is unique in its own way and the needs and experiences from assignees can be far from generalised. A flexible and personalised support system from the home company and HR department is therefore suggested.

## **Conclusion**

The current trend of emerging geographical markets, increasing globalisation and the urgency for multinational organisations to compete internationally are expected to further increase employee global mobility. In the field of international assignments, moving abroad can generally be seen as a far-reaching step that has great impact on an employee's lifestyle and professional career. However, coming home to one's 'normal' life and career, might be even more challenging than the actual transfer abroad. Reflecting on one's life and career by considering the personal sacrifices that were made and the received care by the home company during and after an international assignment, play an important role for assignees and repatriates to make an IA to a success. When assignees and repatriates don't feel personally supported by the organisation or perceive more career advancement opportunities at the home company during or after their time abroad, they are likely to consider leaving the home company upon return. Resulting in the most undesired and costly outcome of an international assignment from an organisational perspective. Furthermore, if assignees and repatriates perceive lower levels of subjective organisational support at the home company during or after their international assignment, they are likely to feel less committed to the home company, resulting in higher turnover intentions. As we expect more multinational companies to turn to international assignments in the future, it is important to further investigate the personal and professional circumstances that assignees and repatriates experience during and after an international assignment in order to understand and eventually lower turnover intentions.

## References

- Bird, A. (1996). Careers as repositories of knowledge: Considerations for boundaryless careers. *The boundaryless career: A new employment principle for a new organizational era*, 150168.
- Bluedorn, A. C. (1978). A taxonomy of turnover. *Academy of Management Review*, 3(3), 647-651.
- Bolino, M. C., & Feldman, D. C. (2000). The antecedents and consequences of underemployment among expatriates. *Journal of Organizational Behavior*, 21: 889–911.
- Caligiuri, P., & Di Santo, V. (2001). Global competence: What is it, and can it be developed through global assignments? *Human Resource Planning*, 24(3), 27-36.
- Collings, D. G., & Scullion, H. (2006). *Global staffing* (p. 17). Routledge.
- De Cuyper, N., & De Witte, H. (2008). Gepercipieerde kans op een baan versus een betere baan: Relaties met arbeidstevredenheid en welzijn. *Gedrag en Organisatie*, 21(4), 475-492.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- Dickmann, M., & Harris, H. (2005). Developing career capital for global careers: The role of international assignments. *Journal of World Business*, 40(4), 399-408.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
- Feldman, D. C., & Tompson, H. B. (1993). Expatriation, repatriation, and domestic geographical relocation: An empirical investigation of adjustment to new job assignments. *Journal of International Business Studies*, 24(3), 507-529.



- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. sage.
- Gregersen, H. B., & Black, J. S. (1992). Antecedents to commitment to a parent company and a foreign operation. *Academy of Management journal*, 35(1), 65-90.
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224-241.
- Haslberger, A., & Brewster, C. (2009). Capital gains: Expatriate adjustment and the psychological contract in international careers. *Human Resource Management*, 48(3), 379-397.
- Inkson, K., Arthur, M. B., Pringle, J., & Barry, S. (1997). Expatriate assignment versus overseas experience: Contrasting models of international human resource development. *Journal of world business*, 32(4), 351-368.
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6(4), 7-25.
- Jokinen, T., Brewster, C., & Suutari, V. (2008). Career capital during international work experiences: Contrasting self-initiated expatriate experiences and assigned expatriation. *The International Journal of Human Resource Management*, 19(6), 979-998.
- Kohonen, E. (2005). Developing global leaders through international assignments: An identity construction perspective. *Personnel Review*, 34(1), 22-36.
- Kristensen, T. S., & Borg, V. (2003). Copenhagen Psychosocial Questionnaire (COPSOQ) A questionnaire on psychosocial working conditions, health and well-being in three versions. *Unpublished manuscript, National Institute of Occupational Health, Denmark*.
- Lazarova, M., & Caligiuri, P. (2001). Retaining repatriates: The role of organizational support practices. *Journal of world business*, 36(4), 389-401.

McCollum, D. (2012). The sustainable employment policy agenda: What role for employers? *Local Economy*, 27(5-6), 529-540.

McNulty, Y., De Cieri, H., & Hutchings, K. (2007). Measuring expatriate return on investment: empirical evidence from global firms.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications, Inc.

Ren, H., Bolino, M. C., Shaffer, M. A., & Kraimer, M. L. (2013). The influence of job demands and resources on repatriate career satisfaction: A relative deprivation perspective. *Journal of World Business*, 48(1), 149-159.

Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41(3), 247-252.

Stahl, G. K., Chua, C. H., Caligiuri, P., Cerdin, J. L., & Taniguchi, M. (2009). Predictors of turnover intentions in learning-driven and demand-driven international assignments: The role of repatriation concerns, satisfaction with company support, and perceived career advancement opportunities. *Human Resource Management*, 48(1), 89-109.

Stahl, G. K., Miller, E. L., & Tung, R. L. (2002). Toward the boundaryless career: A closer look at the expatriate career concept and the perceived implications of an international assignment. *Journal of World Business*, 37(3), 216-227.

Valk, R., van Engen, M. L., & van der Velde, M. (2014). International careers and career success of Indian women in science and technology: The importance of career capital and organizational capital. *South Asian Journal of Human Resources Management*, 1(2), 175-205.

Van der Heijden, J. A., van Engen, M. L., & Paauwe, J. (2009). Expatriate career support: Predicting expatriate turnover and performance. *The international journal of human resource management*, 20(4), 831-845.

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management journal*, 40(1), 82-111.

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the process of sense making. *Organization science*, 16(4), 409-421.

## Appendix 1

# Survey: Your secondment experience

Q1 What is your gender?

Male (1)

Female (2)

Q2 What is your age?

< 30 years (1)

30 - 40 years (2)

> 40 years (3)

Q3 Currently, I..

Am on secondment (1)

Have finished my secondment (2)

Q4 What was your position level at the time of your secondment?

Partner / Director (1)

Senior Manager (2)

Manager (3)

Assistant Manager (4)

Supervisor (5)

Senior (6)

Other (7)

Q5 What is or was the type of your secondment?

- Long term, in the Netherlands (1)
- Long term, not in the Netherlands (2)
- Short term, in the Netherlands (3)
- Short term, not in the Netherlands (4)
- SWAP (5)

Q6 Where are or were you located during your secondment?

- Asia (1)
- Africa (2)
- Europe (3)
- Latin America (4)
- North America (5)
- Oceania (6)

**End of Block: Biographical questions**

---

**Start of Block: Job demands**

Predictors of turnover intentions in the field of international assignments

Q7 To what extent are the following statements applicable for you?

	Never/hardly ever (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
I have to work very fast (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not have time to complete my work tasks (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get behind with my work (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have to rush in order to finish my work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have too much to do at work (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Job demands

---

Start of Block: Support from GM & PM

Predictors of turnover intentions in the field of international assignments

Q8 How satisfied are you/were you with the support provided by the Global Mobility department and/or your home PM before, during or after your secondment?

	Very dissatisfied (1)	Dissatisfied (2)	Neither dissatisfied nor satisfied (3)	Satisfied (4)	Very satisfied (5)
Pre-departure briefings on what to expect during secondment (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career planning sessions (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guarantee/agreement outlining the type of position you will be placed in upon repatriation (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial counseling and financial/tax assistance (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication during the secondment (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about the changes in the home company during my time abroad (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyle assistance and counseling on lifestyle changes that could occur after return (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about the details of the repatriation process (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visible signs that the company values international experience (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to share your assignment experience, skills and knowledge (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Support from GM & PM

Start of Block: Organisational support

Predictors of turnover intentions in the field of international assignments

Q9 Overall, how do you experience the general support from your organisation?

	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
The organisation appreciates any extra effort from me (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation strongly considers my goals and values (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation takes my feedback and complaints serious (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation takes my interests into consideration when it makes decisions that affect me (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help is available from the organisation when I have a problem (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation really cares about my well-being (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation enables me with the right tools and opportunities to perform my job to the best of my ability (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation provides me with sufficient opportunities to move up the ranks (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation is willing to help me when I need a special favor (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation cares about my general satisfaction at work (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Predictors of turnover intentions in the field of international assignments

The organisation shows concern for me (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation cares about my opinions (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation takes pride in my accomplishments at work (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation wishes to give me the best possible job for which I am qualified (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation tries to make my job as interesting as possible (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Organisational support

---

Start of Block: Career advancement opportunities

Q10 To what extent do you agree with the following statements about your secondment?

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
In my current job, I have the opportunity to take on different types of tasks (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my current job, I have the opportunity to make promotion (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my current job, it is possible for me to switch to a different role/function (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job offers me the opportunity to learn new things (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job offers me the opportunity to develop my skills (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Career advancement opportunities

---

Start of Block: Organisational commitment

Q11 Please indicate to what degree the following statements are applicable for you

	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
I am very happy to be a member of this organisation (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy discussing my organisation with people outside it (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really feel as if this organisation's problems are my own (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that I could easily become as attached to another organisation as I am to this one (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like a part of the family at my organisation (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel emotionally attached to this organisation (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation has a great deal of personal meaning for me (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of belonging to my organisation (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Organisational commitment

Start of Block: Turnover intentions

Q12 Please indicate to what degree the following statements are applicable for you

	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
I am actively looking for a job outside my home company (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I was completely free to choose, I would leave this job (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As soon as I can find a better job, I will leave my home company (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often think about quitting my job (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Turnover intentions

---

Start of Block: Open questions

Q13 Overall, how do you/did you experience the contact and support from the HR Global Mobility department in the Netherlands? \_\_\_\_\_

Q14 What do you think could have be done differently in order to make your international assignment a more pleasant experience? \_\_\_\_\_

Q15 If you have completed your international assignment, how did you experience your repatriation back to your home country? \_\_\_\_\_

Q16 What would you change/improve about your secondment? Think about the process, the contact, your role, your return etc. This could be anything. \_\_\_\_\_