



## CHAPTER 5

### RESULTS AND FINDINGS

#### 5.1 INTRODUCTION

**The aim of the research project** was to investigate empirically variables influencing expatriates' work-related attitudes and to examine the relationships between work-related attitudes and expatriates' tendency to return early or resign during or shortly after the foreign assignment. The findings provided a better understanding of the role of job and organisational variables in the expatriate adjustment process. The study added value as the findings were used to identify organisational best practice to solve the problem of expatriate failure. **The main purpose of the study** was to present identified practices through an organisational best-practice framework enhancing expatriate job/organisational adjustment. To achieve the research aim and purpose, the following research questions, as stated in chapter 1, formed the basis of data gathering, data analysis and data interpretation:

- Is the group of respondents who have the intention to separate from the foreign assignment in the sample, either through quitting (turnover intention) or by returning before completing the foreign assignment (propensity to return prematurely) significant?
- Are there statistically significant differences between the group of participants who have an intention to quit and the group of participants who do not have an intention to quit; and among the following demographic groups based on: age, gender, marital status and educational level?
- Is there a relationship between the various job attitudes measured in the study and the intention to quit, and what is the direction and the strength of the relationship?
- Are there specific aspects of work-related attitudes that will predict the intention to quit?
- Are there specific work-related aspects that are perceived by the participants as critical to their adjustment while on a foreign assignment?



- Do the findings provide sufficient information to identify factors, under the control of the multinational corporation, that will facilitate positive work-related attitudes amongst expatriates and can this be summarized in a framework of organisational best practice, enhancing expatriate managers' job and organisational adjustment?

Chapter 5 **presents the findings** of the data analysis in a usable format and chapter 6 **discusses the findings** (data interpretation). The findings are presented in tabular form. See Table 5.1 for an explanation of the abbreviations used in the tables.

**Table 5.1: Abbreviations of the variables included in the analysis**

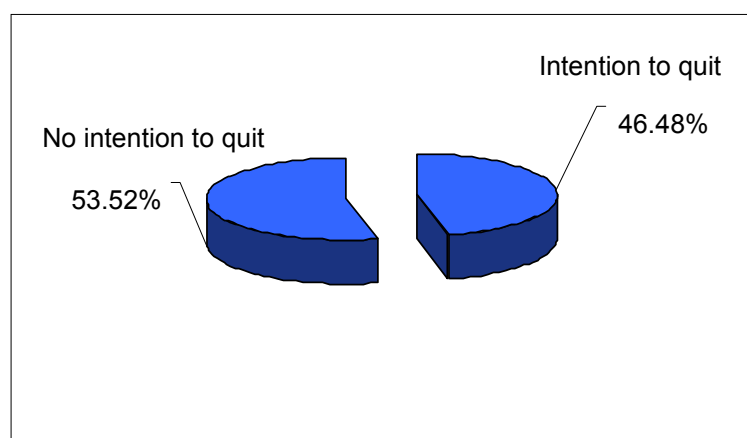
VARIABLE	ABBREVIATIONS
<b>JOB CHARACTERISTICS (JC)</b>	
Skill variety	Skill V
Task identity	Task I
Task significance	Task S
Autonomy	Auto
Feedback	Feed
Role conflict	Role C
Role ambiguity	Role A
<b>JOB SATISFACTION (JS)</b>	
The job itself	Job
Supervisor	Sup
Co-workers	Co
Promotion opportunities	Prom
Compensation package	Com
<b>OTHER WORK-RELATED ATTITUDES</b>	
Organisational commitment	OC
Job involvement	JI
Expectations	E
<b>DEMOGRAPHIC CHARACTERISTICS</b>	
Age	Age
Gender	Gen
Marital status	Mar stat
Educational level	Educ
Organisational tenure	Tenure
International experience (years)	Exp(Y)
International experience (number of assignments)	Exp(Num)
Work pressure	WP
<b>INTENTION TO SEPARATE</b>	
Intention to quit	Quit
Propensity to return prematurely	Return

## 5.2 RESULTS AND FINDINGS

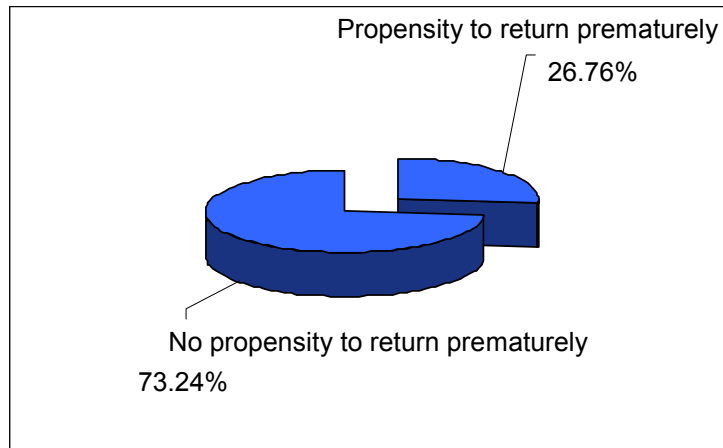
### 5.2.1 The “intention to separate” in the sample

*Is the group of respondents who have the intention to separate from the foreign assignment in the sample, either through quitting (turnover intention) or by returning before completing the foreign assignment (propensity to return prematurely) significant?*

Empirical evidence strongly supports the position that intent to stay or leave is consistently related to voluntary turnover. Researchers have found that the turnover intention (to leave/to quit) and propensity to return prematurely are the strongest predictors of actual turnover. International labour turnover is defined as separation from the organisation (quit) and internal transfers back to the home country (return prematurely). Both forms of turnover are costly and detrimental to the multinational corporation (Lee & Liu, 2007:124). The researcher posed three questions to the participants in the measurement instrument related to the intention to separate: (1) Do you think of quitting your job? (2) How often do you think of quitting your job? (3) Did you often (if already back in South Africa) or do you often (if still on a foreign assignment) think of returning earlier to South Africa than your contract states? In the study the participants who indicated an intention to quit measured 46,48% (33 out of 71 participants), see Figure 5.1 and the propensity to return prematurely measured 26,76% (19 of 71 participants), see Figure 5.2.



**Figure 5.1: Participants’ intention to quit**



**Figure 5.2: Participants’ propensity to return prematurely**

The above percentages become more awkward for the multinational corporations if they are cross-tabulated with the frequencies of how often the participants’ think of quitting the foreign assignment. See Table 5.2.

**Table 5.2: Intention to separate in the sample**

Sample N = 71			Intention to return					
			No (N=52)			Yes(N=19)		
			Intention to quit		Total	Intention to quit		Total
			No (N=32)	Yes (N=20)		No (N=6)	Yes (N=13)	
Frequency:	Never	Count	30	5	35	6	3	9
		Row%	68.2%	11.4%	79.5%	13.6%	6.8%	20.5%
		Col%	93.8%	25.0%	67.3%	100.0%	23.1%	47.4%
	Occasionally	Count	1	11	12		8	8
		Row%	5.0%	55.0%	60.0%		40.0%	40.0%
		Col%	3.1%	55.0%	23.1%		61.5%	42.1%
	Always	Count	1	4	5		2	2
		Row%	14.3%	57.1%	71.4%		28.6%	28.6%
		Col%	3.1%	20.0%	9.6%		15.4%	10.5%

Of the participants who want to return early from the foreign assignment, 68,42% (13 out of 19 participants) want not only to return, but in fact to quit the job. In other words, labour turnover can be predicted when the expatriate returns to South Africa. From the participants who do not necessarily want to return early, 38,46% (20 out of 52 participants) want in fact to quit their job. This can be an indication that labour

turnover will take place while the expatriate is still on the foreign assignment. 75,76% of the participants who want to quit, think about quitting often (25 out of 33 participants). In Table 5.2 thinking about quitting often; is represented by the frequencies occasionally and always.

### 5.2.2 Differences between groups of participants

*Are there statistically significant differences between the group of participants who have an intention to quit and the group of participants who do not have an intention to quit; and between the following demographic groups based on: age, gender, marital status and educational level?*

The researcher considered group differences in mean work-related attitudes by applying independent sample T-tests on dichotomous variables and analyses of variance techniques on variables having more than two categories. The T-test was applied to the variables marital status, gender and the intention to quit, while the ANOVA was applied to the variables of age and educational level. Once the ANOVAs were calculated a multiple comparison test – Bonferroni - was conducted to identify which category of the different age groups and educational levels had the significant mean difference. Table 5.3 - 5.8 highlights only the statistically significant findings.

**Table 5.3: T-test of mean scores between the work-related attitudes and marital status of South African expatriates**

N=69	Never Married		Married		Significance (2-tailed)
	Mean	SD	Mean	SD	P-value
<b>Work-related dimensions</b>					
<b>Feedback</b>	3.74	0.587	3.39	0.583	.022
<b>Co-workers</b>	14.08	3.37	12.00	4.70	.038
<b>Expectations</b>	29.04	5.68	26.20	4.58	.027
<b>Promotional opportunity</b>	5.33	2.91	3.82	3.08	.050
<b>Organisational commitment</b>	87.29	10.64	80.78	18.20	.065

The mean scores on the work-related attitudes and marital status of South African expatriates were very similar except for feedback, co-workers, expectations and



promotional opportunities. All the means of the never married group were significantly higher than their married counterparts ( $p < .05$ ). Although not significant ( $p = .065$ ), organisational commitment is worth mentioning.

**Table 5.4: T-test of mean scores between the work-related attitudes and gender of South African expatriates**

N=71 Work-related dimensions	Male		Female		Significance (2-tailed)
	Mean	SD	Mean	SD	P-value
Skill variety	3.86	.642	3.52	.670	.035
Job involvement	25.26	8.74	19.76	7.30	.005
Expectations	26.36	4.66	28.97	5.85	.041
The job itself	11.48	3.58	13.00	2.98	.055

The mean scores on the work-related attitudes and gender of South African expatriates were very similar except for skill variety, job involvement and expectations. The means for skill variety and job involvement were significantly higher ( $p < .05$ ) for males than for females. The mean for expectations was significantly higher for females than for males. Although not significant ( $p = .055$ ), it is worth mentioning that the mean for the job itself was higher for females than for males.

**Table 5.5: T-test of mean scores between the work-related attitudes and intention to quit of South African expatriates**

N=71 Work-related dimensions	Intention to quit (Yes)		Intention to quit (No)		Significance (2-tailed)
	Mean	SD	Mean	SD	P-value
Feedback	3.34	.591	3.67	.593	.025
Role conflict	4.43	.680	4.93	.665	.003
The job itself	10.76	3.99	13.26	2.27	.002
Co-workers	11.27	4.95	14.08	3.22	.006

The mean scores on the work-related attitudes and intention to quit of South African expatriates were very similar except for feedback, role conflict, the job itself and co-workers. The means of the group with no intention to quit were significantly higher ( $p < .05$ ) than the means of the group that have an intention to quit. Although not

significant ( $p = .063$ ), it is worth mentioning that the mean for role ambiguity is also higher for the group with no intention to quit than the group with an intention to quit.

**Table 5.6: ANOVA to compare the mean scores between the work-related attitudes and the educational level of South African expatriates**

Work-related dimensions	Sec/Diploma N=20		NHDip/ Bdegree N=25		Post-graduate N=26		Significance
	Mean	SD	Mean	SD	Mean	SD	P-value
Supervisor	13.75	2.77	14.36	3.53	10.85	4.85	.005
Compensation package	4.70	2.79	6.20	2.42	4.31	2.81	.036
Organisational Commitment	90.65	10.73	86.16	10.25	74.23	19.87	.001

The mean scores on the work-related attitudes and the different educational levels did not differ significantly, except for the supervisor, compensation package and organisational commitment. For all three of the independent variables the mean score for the lower educational levels were significantly higher than the mean score of the educational level post-graduate ( $p < .05$ ).

**Table 5.7: ANOVA to compare the mean scores between the work-related attitudes and the different age groups of South African expatriates**

Work-related dimension	0-29 N=17		30-39 N=27		40-49 N=15		50-69 N=12		Significance
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	P-value
Promotion opportunities	5.47	2.70	5.11	3.03	3.60	3.42	2.17	1.80	.009

The mean scores on the work-related attitudes and the different age groups did not differ significantly, except for promotional opportunities. The mean score for participants younger than 40 years was significantly higher than the mean score for the age group older than 50 years.

In comparing the means and standard deviations of the demographic variables from the group who indicated an intention to quit with the group who did not indicate an intention to quit, the only significant statistic is the mean difference on experience

gained on international assignments (See Table 5.8). The mean for international experience: intention to quit = .91. The mean for international experience: No intention to quit = 1.82. Interesting to note was that there was no difference between the means for work pressure of the two groups.

**Table 5.8: Comparing mean scores between international experience and intention to quit of South African expatriates**

N=71	Intention to quit (Yes) N=33		Intention to quit (No) N=38	
	Mean	SD	Mean	SD
Demographic variable				
International experience	.91	1.011	1.82	1.625

### 5.2.3 The correlation between work-related attitudes and the intention to quit

*Is there a relationship between the various job attitudes measured in the study and the intention to quit, and what are the direction and the strength of the relationship?*

Spearman's correlation coefficient ( $r_s$ ) was used to determine the relationship between variables; job characteristics, job satisfaction, organisational commitment, job involvement, met expectations and the intention to quit.

According to Hardy and Bryman (2004:53), Spearman's rho measures the degree of monotonic relationships between two ordinal variables. As the number of categories increases, Spearman's rho becomes a more useful measure, since it relies on a comparison of the rank ordering of respondents within the two distributions. Rank orderings that are quite similar produce high positive values; rank orderings that are opposite produce high negative values, and rank orderings that are unrelated produce values close to zero.

Spearman's correlation coefficient ( $r_s$ ) that is a non-parametric statistic, was used because the variables were on an ordinal level, therefore, the researcher could take advantage of the fact that the cases were rank ordered. A second reason could be that the data violated parametric assumptions such as non-normally distributed data





(Buckingham & Saunders, 2004:216). Spearman’s test works by first ranking the data and then applying Pearson’s equation to those ranks (Croucher, 2003:251); Field, 2005:129). The results are presented in Table 5.9 and Table 5.10.

In the social sciences, there are several standard levels of statistical significance. Primarily, the most important criterion is that the significance value should be lower than .05. However, if the exact significance value is much lower, then researchers can be much more confident about the strength of the experimental effect. In these circumstances researchers like to cause a stir about the fact that their result is not only significant at .05, but it is significant at a much lower level as well (Field, 2005:140). The levels of significance that the researcher used were .05 and .01.

**Table 5.9: Spearman’s correlation coefficient (N = 71)**

			Skill V	Task I	Task S	Auto	Feed	Role C	Role A	Quit
<b>Spearman’s rho</b>	<b>Skill V</b>	Coefficient	<b>1.000</b>							
		Sig. (2-tailed)								
	<b>Task I</b>	Coefficient	.201	<b>1.000</b>						
		Sig. (2-tailed)	.092							
	<b>Task S</b>	Coefficient	.272*	.340**	<b>1.000</b>					
		Sig. (2-tailed)	.022	.004						
	<b>Auto</b>	Coefficient	.305**	.454**	.400**	<b>1.000</b>				
		Sig. (2-tailed)	.010	.000	.001					
	<b>Feed</b>	Coefficient	.123	.366**	.462**	.065	<b>1.000</b>			
		Sig. (2-tailed)	.307	.002	.000	.592				
<b>Role C</b>	Coefficient	-.181	.046	.182	.010	.370**	<b>1.000</b>			
	Sig. (2-tailed)	.131	.701	.129	.936	.001				
<b>Role A</b>	Coefficient	.010	.127	.338**	.178	.390**	.537**	<b>1.000</b>		
	Sig. (2-tailed)	.935	.291	.004	.138	.001	.000			
<b>Quit</b>	Coefficient	-.127	.257*	-.016	-.052	-.168	-.369**	-.219	<b>1.000</b>	
	Sig. (2-tailed)	.290	.030	.893	.669	.162	.002	.067		

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

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

The results of the correlation analysis presented in Table 5.9 show that the following correlations were significant (highlighted in blue):

- skill variety and task significance  $r_S = .272$ ,  $p < .05$
- skill variety and autonomy  $r_S = .305$ ,  $p < .01$
- task identity and task significance  $r_S = .340$ ,  $p < .01$
- task identity and autonomy  $r_S = .454$ ,  $p < .01$
- task identity and feedback  $r_S = .336$ ,  $p < .01$
- task significance and autonomy  $r_S = .400$ ,  $p < .01$
- task significance and feedback  $r_S = .462$ ,  $p < .01$
- task significance and absence of role ambiguity  $r_S = .338$ ,  $p < .01$
- feedback and absence of role conflict  $r_S = .370$ ,  $p < .01$
- feedback and absence of role ambiguity  $r_S = .390$ ,  $p = .01$
- absence of role ambiguity and absence of role conflict  $r_S = .537$ ,  $p < .01$

Of particular importance to the purpose of the study is the negative correlation between the intention to quit and the absence of role conflict  $r_S = -.369$ ,  $p < .01$ . Questions related to role conflict in the questionnaire were either reverse scored or posed in a positive manner. The negative relationship was predictable and it implies that the clearer an individual is about the role he or she needs to fulfil, the less role conflict the individual will experience, consequently the less the intention to quit. The positive correlation between the intention to quit and task identity  $r_S = .257$ ,  $p < .05$  is a surprise to the researcher and not explicable.

Although the above indicates the existence of a relationship, and the direction of the relationship between the variables, the strength of all the relationships is not strong. The strongest relationship is between the absence of role conflict and the absence of role ambiguity, whereas the absence of role conflict explains 28,8% of the variance of the absence of role ambiguity. The correlation coefficient between task identity and autonomy, and task significance and feedback, may be regarded as moderate.



**Table 5.10: Spearman's correlation coefficient (N = 71)**

			Quit	Job	Sup	Co	Prom	Com	OC	JI	E
<b>Spearman's rho</b>	<b>Quit</b>	Coefficient Sig. (2-tailed)	<b>1.000</b>								
	<b>Job</b>	Coefficient Sig. (2-tailed)	<b>-.391**</b> .001	<b>1.000</b>							
	<b>Sup</b>	Coefficient Sig. (2-tailed)	-.118 .329	<b>.459**</b> .000	<b>1.000</b>						
	<b>Co</b>	Coefficient Sig. (2-tailed)	<b>-.349**</b> .003	<b>.382**</b> .001	<b>.493**</b> .000	<b>1.000</b>					
	<b>Prom</b>	Coefficient Sig. (2-tailed)	.057 .635	<b>.319**</b> .007	<b>.382**</b> .001	<b>.341**</b> .004	<b>1.000</b>				
	<b>Com</b>	Coefficient Sig. (2-tailed)	-.224 .060	.203 .089	<b>.574**</b> .000	<b>.432**</b> .000	<b>.475**</b> .000	<b>1.000</b>			
	<b>OC</b>	Coefficient Sig. (2-tailed)	-.232 .051	<b>.506**</b> .000	<b>.387**</b> .001	<b>.292*</b> .013	<b>.446**</b> .000	<b>.257*</b> .031	<b>1.000</b>		
	<b>JI</b>	Coefficient Sig. (2-tailed)	.062 .605	-.008 .948	.098 .415	.087 .473	.074 .538	.050 .678	-.054 .652	<b>1.000</b>	
	<b>E</b>		-.087 .470	<b>.330**</b> .005	<b>.273*</b> .021	<b>.442**</b> .000	<b>.613**</b> .000	<b>.412**</b> .000	<b>.638**</b> .000	.079 .515	<b>1.000</b>

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

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

The results of the correlation analysis presented in Table 5.10 show that the following correlations were significant:

- the job itself and supervisor  $r_s = .459$ ,  $p < .01$
- the job itself and co-worker  $r_s = .382$ ,  $p < .01$
- the work itself and promotional opportunities  $r_s = .319$ ,  $p < .01$
- the job itself and organisational commitment  $r_s = .506$ ,  $p < .01$
- the job itself and expectations  $r_s = .330$ ,  $p < .01$
- supervisor and co-worker  $r_s = .493$ ,  $p < .01$
- supervisor and promotional opportunities  $r_s = .382$ ,  $p < .01$
- supervisor and compensation package  $r_s = .574$ ,  $p < .01$
- supervisor and organisational commitment  $r_s = .387$ ,  $p < .01$
- supervisor and expectations  $r_s = .273$ ,  $p < .05$



- co-workers and promotional opportunities  $r_S = .341$ ,  $p < .01$
- co-workers and compensation package  $r_S = .432$ ,  $p < .01$
- co-workers and organisational commitment  $r_S = .292$ ,  $p < .05$
- co-workers and expectations  $r_S = .442$ ,  $p < .01$
- promotional opportunities and compensation package  $r_S = .475$ ,  $p < .01$
- promotional opportunities and organisational commitment  $r_S = .446$ ,  $p < .01$
- promotional opportunities and expectations  $r_S = .613$ ,  $p < .01$
- compensation package and commitment  $r_S = .257$ ,  $p < .05$
- compensation package and expectations  $r_S = .412$ ,  $p < .01$
- organisational commitment and expectations  $r_S = .638$ ,  $p < .01$

Of particular importance to the purpose of the study are the negative correlations between the intention to quit and the job itself  $r_S = -.391$ ,  $p < .01$  and between the intention to quit and co-workers  $r_S = -.349$ ,  $p < .01$ .

Although the above statistics indicate the existence of a relationship, and the direction of the relationship between the variables, the strength of all the relationships is not strong. The strongest relationships are between organisational commitment and expectations, where expectations makes up 40,70% of the variance in organisational commitment, and between promotional opportunities and expectations. Promotional opportunities explains 37,76% of the variance in expectations. The correlation coefficient between task identity and autonomy as well as task significance and feedback can be seen as indicating a moderate degree of correlation.

It seems thus that an expatriate's intention to quit is definitely related to role conflict, the job itself and co-workers. Other correlations to take note off are the positive correlations between organisational commitment and the job itself, supervision, promotional opportunities and met expectations. No correlation between the intention to quit and job involvement was established.

## 5.2.4 Predicting the intention to quit

*Are there specific aspects of work-related attitudes that can predict the intention to quit?*

Logistic regression was used to predict the intent to leave from the independent variables and to explain the impact of these predictor variables on intention to leave. Logistic regression is a form of multiple regression but with an outcome variable that is a categorical dichotomy, and predictor variables that are continuous or categorical. In other words it is possible to predict to which of two categories (intention to quit or no intention to quit) a person is likely to belong given certain other information (Field, 2005:218). Logistic regression analysis was performed using stepwise entry for the independent variables.

**Table 5.11: Omnibus test of model coefficients**

		Chi-square	Df	Sig.
<b>Step 1</b>	<b>Step</b>	10.451	1	.001
	<b>Block</b>	10.451	1	.001
	<b>Model</b>	10.451	1	.001
<b>Step 2</b>	<b>Step</b>	4.861	1	.027
	<b>Block</b>	15.312	2	.000
	<b>Model</b>	15.312	2	.000
<b>Step 3</b>	<b>Step</b>	8.056	1	.005
	<b>Block</b>	23.368	3	.000
	<b>Model</b>	23.368	3	.000

The overall fit of the model is significant at step 1 with the predictor variable “the job itself”,  $X^2 = 10.451$ ,  $p < .001$ , and the overall fit of the model is significant after both the first new variable (role conflict),  $X^2 = 15.312$ ,  $p < .001$  and second new variable (promotional opportunity),  $X^2 = 23.368$ ,  $p < .001$  have been entered. The significance of .000 (highlighted in blue) indicates that the  $H_0$  can be rejected. The  $H_0$  states that all correlation coefficients in the model are zero, in other words that no correlation exists between the dependent variable and the predictor variables.



**Table 5.12: Model summary**

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	87.624a	.137	.183
2	82.762b	.194	.259
3	74.706b	.280	.375

Overall the model accounts for 28% - 37,5% of the variances in the intention to quit (depending on which measure R<sup>2</sup> you use).

**Table 5.13: Variables in the equation**

	B	S.E.	Wald	df	Sig.	Exp(B)	95.0% C.I. for EXP(B)	
							Lower	Upper
<b>Step 1<sup>a</sup></b>								
Jobscore	-.259	.092	8.013	1	.005	.772	.645	.923
Constant	3.019	1.166	6.704	1	.010	20.480		
<b>Step 2<sup>b</sup></b>								
RoleCon	-.075	.035	4.515	1	.034	.928	.866	.994
Jobscore	-.217	.096	5.106	1	.024	.805	.667	.972
Constant	6.708	2.208	9.227	1	.002	818.812		
<b>Step 3<sup>c</sup></b>								
RoleCon	-.107	.040	7.117	1	.008	.898	.830	.972
Jobscore	-.312	.110	8.084	1	.004	.73	.591	.908
Promscore	.282	.106	7.057	1	.008	1.326	1.077	1.632
Constant	8.459	2.535	11.137	1	.001	4716.772		

a. Variable(s) entered on step 1: Jobscore.

a. Variable(s) entered on step 2: RoleCon.

b. Variable(s) entered on step 3: Promscore

The correlation coefficients for the predictor variables (role conflict -.107, the job itself -.312 and promotional opportunity .282) are all significant ( $p < .05$ ).

**Table 5.14: Step summary<sup>a,b</sup>**

Step	Improvement			Model			Correct Class %	Variable
	Chi-square	Df	Sig.	Chi-square	df	Sig.		
1	10.451	1	.001	10.451	1	.001	64.8%	IN: Jobscore
2	4.861	1	.027	15.312	2	.000	71.8%	IN: RoleCon
3	8.065	1	.005	23.368	3	.000	74.6%	IN: Promscore

a. No more variables can be deleted from or added to the current model

b. End block: 1

The conclusion can be drawn that the overall accuracy of the model is 74,6% (highlighted in blue). The accuracy can be deduced from a classification table on which the model predicts an expatriate's intention to quit and then compares this with the observed intention to quit. 74,6% of the models predictions are correct. This implies that the model will predict an expatriate's intention to quit 74,6% accurately. The Hosmer and Lemeshow's *Goodness-of-fit* test has been applied to assess how well the chosen model fits the data.

**Table 5.15: Hosmer and Lemeshow test**

Step	Chi-square	Df	Sig.
3	6.778	8	.561

The test statistic is 6.778 and the significance value .561. The statistic tests the hypothesis that the observed data is significantly different from the predicted values in the model. In effect, the researcher wants a non-significant value for the test as it will indicate that the model does not differ significantly from the observed data. As the value .561 is not significant, it is an indication that the model predicts the real-life data very well and therefore the model appears fit.

The findings of the logistic regression enable the researcher to conclude with a high level of certainty that the presence of role conflict, a job that lacks challenge and the absence of promotional opportunities will predict an expatriates' intention to return prematurely or intention to resign from the multinational corporation.

### 5.2.5 Aspects perceived by South African expatriates as critical to their adjustment

*Are there specific work-related aspects that are perceived by the participants as critical to their adjustment while on a foreign assignment?*

The participants' responses to the two open-ended questions were allocated to the relevant code category and frequency counts were calculated. Frequencies supply a valuable picture of how the data is distributed across the aspects the expatriates perceive as critical.

As 9 participants did not complete the open-ended questions, they were excluded from this part of the data analysis (N = 62). Table 5.16 and Table 5.17 present the findings.

**Table 5.16: Frequency count for the aspects that make adjustment easier as perceived by expatriates**

Categories/ Themes	Frequency count (N = 62)
Commitment towards the vision of the organisation	34
Friendly supportive co-workers (work environment)	39
Good relationship with management	14
Teamwork	18
Job satisfaction and challenges within the job	15
Remuneration/ benefits	18
Work environment (Ethics, work schedule)	10
Well prepared/ Pre-departure training	12
Expatriate support from home country	18
Friendly supportive locals (social environment)	42
Fluency in the host-country language	22
Family accompanied expatriate on the assignment	16
The opportunity to see new places and travel	8
Country parameters (Safe environment, stable economic climate, stable political environment, high quality education)	26





**Table 5.17: Frequency count for the aspects that make adjustment more difficult as perceived by expatriates**

Categories/ Themes	Frequency count (N = 62)
Local language barriers	28
Missing family and friends	38
Racism and discrimination (social and work)	16
Unsettled family life (employment opportunities for spouses and schooling for children)	24
Foreign culture (social environment)	16
Weather	8
Missing everyday commodities <ul style="list-style-type: none"> <li>➤ Food</li> <li>➤ Technology and Infrastructure</li> <li>➤ Medical services</li> <li>➤ Living conditions</li> <li>➤ Others</li> </ul>	31
Financial strains	10
Cultural differences in the working environment	32
No expatriate support received from the organisation	16
Unmet expectations	32

### 5.2.6 Framework of organisational best practice

*Do the findings provide sufficient information to identify factors under the control of the multinational corporation that will facilitate positive work-related attitudes amongst expatriates and can these be summarized in a framework of organisational best practice – enhancing expatriate job and organisational adjustment?*

As a negative relationship between the work-related attitudes and the intention to quit was established through Spearman’s correlation coefficient; and as specific factors of work-related attitudes were identified as critical to adjustment through the T-test, ANOVA, Logistic regression and the responses to the open-ended questions, it is possible to summarize the results in a framework of organisational best practice.



### 5.3 SUMMARY

The study explored South African expatriate managers' intention to quit the multinational corporation or the foreign assignment and the factors theoretically and empirically related to it. In the study, the intention to quit was the dependent construct in the model and the researcher examined evidence for how this was influenced by job characteristics, job satisfaction, organisational commitment, job involvement, expectations and other characteristics viewed by expatriates as critical to their adjustment. The analyses were done through descriptive analysis, T-test, ANOVA, Spearman's correlation coefficient, Logistic regression and content analysis. With these statistics the researcher summarized large bodies of data regarding the work-related attitudes of the participants, made comparisons between different groups, investigated the correlation between variables, made predictions about the intention to quit, identified critical aspects for adjustment of expatriates and determined whether the findings had any statistical significance. Statistics proved to be a very powerful tool in the researcher's search for answers to the stated research questions. The results of the quantitative and qualitative analyses that have been presented in chapter 5 will be interpreted and discussed in chapter 6.