

# Perceived Overqualification Repatriates: Post Hoc Analysis for Traditional and Alternative Forms

Maggie Mei Kei Chong, Raida Abu Bakar, Sharmila Jayasingam

*Faculty of Business and Economics, Universiti Malaya, Malaysia*

*Corresponding author email: [raida@um.edu.my](mailto:raida@um.edu.my)*

**Abstract** - Repatriates perceived the discrepancy in utilizing their enhanced international experiences upon returning home, resulting in them being perceived as being overqualified, and led to low retention rates. Besides long-term international assignments, the literature on repatriation of alternative forms of international assignment have increased in popularity. Using the snowball sampling technique, a total of 147 returned questionnaires from Malaysian repatriates were valid after data screening. The SmartPLS 3.0 software was applied to conduct structural model analysis and multi-group analysis. It appears that repatriates who perceived that they were overqualified, often exhibited a low affective commitment and high continuance commitment. Beyond that, the impact of the perceived overqualification was prominent among traditional repatriates, as opposed to the alternative form of repatriates, based on the post-hoc findings. This study drew on the relative deprivation theory, and highlighted that a proxy for successful repatriation was to reduce the repatriate's deprivation, in order to maintain affective and continuance commitment of repatriates. Therefore, this study acknowledges the emerging notion and believe that the post-hoc findings should put the organization on alert, to help maintain the organizational commitment of their valuable repatriates upon returning from both types of international assignments.

**Keywords** - *Repatriates, perceived overqualification, affective commitment, continuance commitment, alternative form of international assignments*

---

## ARTICLE INFO

Received 4 April 2022

Received in revised form 1 May 2022

Accepted 13 June 2022

Published 25 June 2022

---

## I. INTRODUCTION

Perceived overqualification has emerged as a central concern in literature and workplaces, and is considered to be the consequence of an employee's job attitude and behaviour (Erdogan & Bauer, 2021). Perceived overqualification is defined as a subjective impression, where by employees hold qualifications which are in excess of what is needed to do the job (Maynard et al., 2015). Previous studies found significant negative consequences related to perceived overqualification among employees, thereby affecting their job

---

attitude and behaviour. For several decades, low retention among repatriates upon returning from international assignments is a major concern (Birur & Muthiah, 2013; Cox et al., 2013; KPMG, 2019; Kraimer et al., 2009, 2016; Lazarova & Caligiuri, 2001; Stahl et al., 2009; Ye et al., 2017). In fact, organizations might bear the loss of their valuable repatriates, and also an average of USD \$1million of investments, due to a failed repatriation (Chiang et al., 2018; Kulkarni et al., 2010; Lazarova & Caligiuri, 2001).

This study used the relative deprivation theory as the main underpinning theory, which the deprivation of perceived overqualification employees occurred if the result of the comparisons between what they wanted and what they received had a greater discrepancy (Crosby, 1984). Employers should not underestimate the outcomes of feeling and emotional process in a workplace (Hamid & Ishak, 2019). Ironically, repatriates claimed to possess surplus knowledge and skills when assigned with a poorly-matched job after returning from international assignments that violated their prior expectations (Akkan et al., 2018; Greer & Stiles, 2016; Kraimer et al., 2009). Subsequently, perceive overqualified repatriates felt deprived and changed their attitude toward the job, such as organizational commitment. According to Allen and Meyer (1990), employees may choose to stay with organizations because they want to (affective commitment) or needed to (continuance commitment). Both types of organizational commitments reflect the repatriate's psychological state and linked with their retention upon returned, yet studies in this area is relatively small (e.g. Mayerhofer et al., 2012; Pate & Scullion, 2010; Peltokorpi et al., 2021). Overall, the relationship between perceived overqualification and organizational commitment has not been well explored (Erdogan & Bauer, 2021; Erdogan et al., 2011). Subsequently, making it a necessity to investigate the extent to which perceive overqualified repatriates suggests a shift in their affective commitment and continuance commitment, which will be the main focus in this study.

## II. LITERATURE REVIEW

International assignees (IA) were defined as the employees expatriated overseas by organization on temporary basis, to complete a time-based task, or accomplish an organization's goal (Isichei & Collings, 2018). Numerous organizations have gone beyond practicing just traditional long-term IA, and instead shift toward utilizing alternative form of IA (Akkan et al., 2018; Collings & Isichei, 2018; Mayerhofer et al., 2004; Mayerhofer et al., 2012). Researches regarded one year of the international assignment's length as the cut-off point to differentiate between traditional and alternative form (e.g. Brewster et al., 2020; Collings & Isichei, 2018; Mäkelä et al., 2017; Petrovic et al., 2000; Shaffer et al., 2012). In this article, repatriate refer to the repatriation of international assignee who move back home (i.e. back to the home company or another MNC unit) after completed the international assignment (Chiang et al., 2018; Huang et al., 2013; Kraimer et al., 2016; Reiche, 2012).

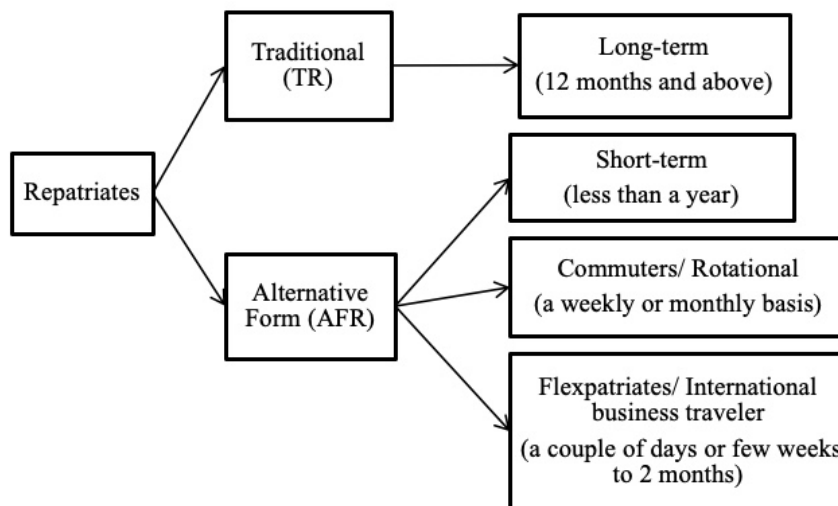


Figure 1: Traditional and Alternative Form of Repatriates (Author's compilation)

*Traditional repatriates* (hereof known as TR) refer to repatriates in long-term duration of international assignments which might exceed 12 months (Osland et al., 2020; Shaffer et al., 2012), or last up to three or five years (Froese et al., 2020; Isichei & Collings, 2018; Mäkelä et al., 2017; Mayerhofer et al., 2004; Suutari et al., 2013). The length of international assignments is not consistent and could be shortened depending on the complexity of assignments involved (Amir et al., 2020; Huang et al. 2013).

*Alternative form of repatriates* (hereof known as AFR) refer to repatriates in short-term international assignment lasts for a few weeks to six months (Suutari et al., 2013) and it shall last less than one year (Brewster et al., 2020; Chiang et al., 2018; Salleh & Koh, 2013; Starr 2009; Tahvanainen et al., 2005). The reasons for organizations using short-term international assignments is cost saving, including costs of living, tax benefits, and family relocation expenses (Mayerhofer et al., 2012; Pentrovic et al., 2000; Tahvanainen et al., 2005). Next, repatriates may take up an international assignment and repatriation to a home country on a weekly or bi-weekly basis (a typical commuter assignment), or monthly basis (a typical rotational assignments), without being accompanied by their family (Mayerhofer et al., 2004; Van Gorp et al., 2017a). Generally, rotational assignees usually work abroad for a longer period (e.g. few months on oil rigs or in construction sites) (Collings & Isichei, 2018; Mäkelä et al., 2017). Flexpatriates/ international business traveler (IBT) are discussed alternately in previous research works which both of them require extensive business trips between the home country and the host country (Brewster et al., 2020; Collings et al., 2007; Mäkelä et al., 2017; Mayerhofer et al., 2004). IBT repatriated from same foreign country repeatedly, while flexpatriates are much more flexible and travelled to multiple countries before repatriation (Mäkelä et al. 2017; Shaffer et al., 2012). Subsequently, the average time of repatriation for flexpatriates are relatively longer (e.g. 1-2 months) compared to IBT who travel for a couple of days or few weeks only (e.g. 2 days-3 weeks) (Chiang et al., 2018; Collings & Isichei, 2018; Mäkelä et al. 2017; Shaffer et al., 2012; Starr & Currie, 2009).

### **The effect of perceived overqualification on affective commitment**

Affective commitment is an emotional attachment transpires, where the employees are deemed to be satisfied with their work and develops a positive work-related experience (Allen & Meyer, 1990). For example, offering learning and continuous development will create a sense of trust, develop high self-evaluation, and more willing to stay with organization (Mohd et al., 2020). Erdogan and Bauer (2009) stated that an employee's intention to remain will increase even perceive themselves as being overqualified if they feel empowered in their job. This was supported when researchers found that employees were more satisfied and high affective commitment when their expectation regarding job content and autonomy were fulfilled (Vidal et al., 2007). Therefore, the unfulfillment of repatriates' prior expectations cause them did not feel committed to the organization upon return to an unmatched job.

Repatriates feel deprived when unable to utilize their valuable cross-cultural expertise to its fullest potential (Breitenmoser & Bader, 2019; KPMG, 2019; Reiche & Harzing, 2009). This is because overqualified employees perceive they have invested uncountable energy, time, and resources in developing their qualifications (Galperin et al., 2020). Subsequently, the extent to repatriates perceive organization values their international experiences will affect their commitment levels. Chi and Chen (2007) suggested that repatriates exhibited high level of commitment if perceived the fulfilment of psychological contract in the organization. Otherwise, unmet expectations of perceived overqualified repatriates in terms of utilizing newly learned knowledge and skills often led to frustration and decreased commitment (Akkan et al., 2018). The perceived overqualification was negatively associated with the affective commitment, which then offers the following hypothesis:

H1: The perceived overqualification repatriates will have low affective commitment upon returning.

### **The effect of perceived overqualification on continuance commitment**

An employee high in continuance commitment is no longer emotionally attached to his/her organization, but he/she could not ignore the cost of leaving organizations (De Clercq et al., 2021; Somers, 2009). Repatriates feel that their international working experience contributed to making them more valuable when compared to those without any international exposure (Breitenmoser & Bader, 2019; Shaffer et al., 2012). But this is not always the case, as one of the repatriates interviewed by McNulty et al. (2013) had asserted:

“Many Asia Pacific expatriates perceived ... a potential setback for their longer-term career prospects because they had outlived their perceived usefulness in these markets, and regional experience is often difficult to leverage elsewhere” (p. 215).

Researchers highlighted that repatriates acquire valuable local market specific knowledge of host country (e.g. Oddou et al., 2009) which might be project- or organizational-specific, and thus these may not be suitable or applicable to other organizations. A lack of alternative leads to high levels of continuance commitments. As a result, repatriates chose to stay in their existing job, especially when the total time of working abroad becomes longer (Chen & Chiu, 2009; Tornikoski, 2011). Repatriates may spend countless time and energy striving to ensure the international assignment successful. Along this vein of discussion, it can be said that the investments

---

indirectly incur a high continuance commitment (Meyer & Herscovitch, 2001). Thus, repatriates will be much more motivated to stay upon repatriation, if the compensations are provided by organizations in lieu of their sacrifice and contributions while working abroad (Greer & Stiles, 2016; Nguyen et al., 2013; Peltokorpi et al., 2021). In short, repatriates perceive benefits were offered by their organizations will reduce the sense of relative deprivation related to being overqualified in their newly assigned jobs, subsequently, increase their continuance commitment toward the organization. Considering the positive correlation between the perceived overqualification and continuance commitment, this study proposed the following hypothesis:

H2: Perceived overqualification repatriates will have high continuance commitment upon returning.

### III. RESEARCH METHODOLOGY

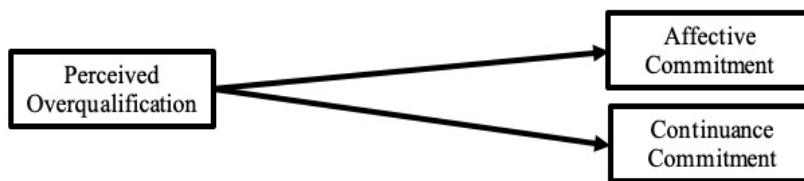


Figure 2: Theoretical Research Model

The research framework for this study illustrated in Figure 2. This study aimed to obtain a deeper understanding on the repatriates' attitudes and behaviour, but it is confined to only repatriates who had been sent for international assignments by Malaysia companies. Specifically, data collection commenced from September 2018 to April 2019, and the exception were self-initiated repatriates (i.e. he/she initiated repatriation with self-financing without being bound to any organization) (i.e. Baruch et al., 2016). Approaching the respondents through a referral network was deemed to be the best method, as it was able to gather more meaningful information (Amir et al., 2020; Sekaran & Bougie, 2014; Van Gorp et al., 2017a). Thus, a snowball sampling technique was applied (cf. Kulkarni et al., 2015) and requests were made to the participants to share the questionnaire with colleagues who had similar international working experiences.

The perceived overqualification 9-items scale introduced by Maynard et al. (2006) was applied. Allen and Meyer's (1990) construct contained 8-items of affective commitment, and 8-items of continuance commitment, with a high Cronbach's alpha value. The 7-point Likert scale was used in this section where 1 (strongly disagree) to 7 (strongly agree) were outlined.

### IV. RESULTS

#### Descriptive analysis

In total, 159 questionnaires were collected and 147 returned questionnaires were valid after data screening, with all the resulting respondents were Malaysians. In terms of the gender, 54% were male and mostly within the age range of 30-39 (49%). The majority of the respondents had a bachelor's degree (57.8%), and 50.3% of the respondents had worked 10 years, or more. As for the industry type, the respondents were made up from across various industry backgrounds, of which the top three were technology/ engineering (21.5%), professional/ consultancy services (16.3%), and finance/ insurance (12.8%). 70.1% of the respondents had been previously posted abroad by their company for two times or more, including the most recently completed international assignment. More than half of the respondents (53.1%) claimed that they had returned less than twelve months ago. It is interesting that most of the repatriates returned from international assignments in developing Asia Pacific countries (80.3%) such as Singapore, China, Indonesia, Australia, and Japan.

Table 1: Demographic Profile

Parameter	Top three of categories
Age	30 – 39 years (49%); ≤ 29 years (24.5%); 40 – 49 years (17.7%)
Education	Bachelor's degree (57.8%); Master's degree (29.9%); Diploma/ Associate degree (6.8%)
Job position	Executive (36.7%); First line management (27.2%); Middle management (19%)
Working tenure	≥ 10 years (50.3%); 4 - 6 years (22.4%); 7 - 9 years (15.6%)

Industry	Technology/ Engineering (21.5%); Professional/ Consultancy services (16.3%); Finance/ Insurance (12.8%)
Time of returned	< 3 months (32.7%); $\geq$ 1 year (23.8%); 3 - 11 months (20.4%)
Last international assignment destinations	Asia Pacific (80.3%); Europe (10.2%); North America (6.1%)
Previous foreign country work experience	No (29.9%); Yes (70.1%)

### Measurement model analysis

The assessment of the measurement model and structural model was analysed using the SmartPLS 3.0 software. The Cronbach's alpha coefficient ( $\alpha$ ) of all constructs achieved satisfactory results, which was above 0.60 (Chin, 2010). Next, the composite reliability (CR) needed be higher than 0.708, to ensure the internal consistency of the indicators (Hair et al., 2019; Ramayah et al., 2018). The convergent validity in the case of the AVE value, should be maintained above threshold of 0.50. Overall, four items from the perceived overqualification (POQ) construct, i.e, one item from the affective commitment (AC) construct, and three items from the continuance commitment (CC) constructs, were removed to fulfil the requirements for the study measures. In term of discriminant validity and Heterotrait-Monotrait (HTMT), all the constructs satisfied the suggested threshold value, which was appropriate for the structural model analysis (Fornell & Larcker, 1981; Hair et al., 2019; Henseler et al., 2016).

Table 2: Constructs Reliability and Validity

	Mean	SD	AVE	$\alpha$	CR	Discriminant Validity			HTMT		
						POQ	AC	CC	POQ	AC	CC
POQ	3.51	1.06	0.51	0.76	0.84	0.71					
AC	4.33	1.03	0.54	0.86	0.89	-0.28	0.73		0.32		
CC	4.17	1.01	0.52	0.77	0.84	0.25	0.07	0.72	0.31	0.30	

### Structural model analysis

Demographic variables included age, gender, education, working tenure, and position, which were used as control variables, because all these factors may have potential influence on the organizational commitment of the repatriates. Table 3 summarized all the hypotheses path coefficients. The direct path between the POQ and AC was significant ( $\beta = -0.271$ ,  $p = 0.009$ ), as the  $t$ -value was higher than 1.96. Therefore, H1 supported. Next, the results found that the POQ had a positive impact on the CC ( $\beta = 0.245$ ,  $p = 0.027$ ), so H2 was also supported.

Table 3: PLS Analysis Results

Path	Path Coefficient ( $\beta$ )	$t$ - value	$p$ - value	R <sup>2</sup>	Significance
POQ $\rightarrow$ AC	-0.27	2.61*	0.01*	0.12	Yes
POQ $\rightarrow$ CC	0.25	2.21*	0.03*	0.10	Yes

Notes: \* $p < 0.05$ .

The final results indicate that for affective commitment constructs,  $R^2 = 0.119$ ,  $f^2 = 0.075$ , and  $Q^2 = 0.045$ ; while continuance commitment was  $R^2 = 0.101$ ,  $f^2 = 0.060$ , and  $Q^2 = 0.020$ . The VIF values was close to 3 and lower (AC = 1.114, CC = 1.114) which found it does not bias the regression results. All of the values were greater than 0 indicate predictive accuracy of the structural model, and exogenous construct has a small effect on both of the dependent variables, as the rule of thumb suggested by Hair et al. (2019).

### Post-hoc test

As a post-hoc test, the researcher reanalysing data to provide further clarification on the differences between TR and AFR. Repatriates might develop a variety of repatriation outcome perceptions, depending on the duration and context of the international assignments (Pate & Scullion, 2010). The glaring gap in exploring repatriates returning from different types of international assignments should be addressed, as most studies have focussed on either traditional long-term (i.e. Froese et al., 2020; Kraimer et al., 2009; Ren et al., 2013; Ye et al., 2021) or short-term/ alternative forms (i.e. Tahvanainen et al., 2005; Mäkelä et al., 2017; Mayrhofer & Reiche

2014), but lack empirical studies on examining repatriates from both types of assignments at the same time (i.e. Van Gorp et al., 2017b), despite the changing context of repatriation in the global work environment today (Akkan et al., 2018; Collings & Isichei, 2018; Knocke & Schuster, 2017; Kraimer et al., 2016; Lazarova, 2015; Shaffer et al., 2012; Starr, 2009). Beyond that, Knocke and Schuster (2017) proposed that future research should investigate the effect of the length and purpose of the international assignment because such factors may also affect the repatriates job attitude and behaviour, mainly on issues associated with organizational commitment.

The multi-group analysis (PLS-MGA) was conducted with same dataset and refer to the length of the international assignments in demographic profile section. For repatriates who answered not more than a year, they would be categorized as being under AFR. In contrast, repatriates indicated 12 months and above, and were then categorized into TR. Among the 147 respondents, 33 respondents were TR and 114 respondents were AFR. Later, a procedure known as measurement invariance of the composite model (MICOM) was performed prior to conducting the MGA test (Cheah et al., 2020). According to Henseler et al. (2016), it involved three steps that connected in a hierarchical manner; configural invariance, compositional invariance, and scalar invariance (equality of composite means and variances). Table 4 displays the partial measurement invariance was established through the above-mentioned practices.

Table 4: Results of Measurement Invariance Testing for Two Groups

Constructs	Step 1	Step 2				Step 3a				Step 3b				Measurement Invariance
	Configural Invariance	C	5% quantile of $C_u$	p	Compositional Invariance	Differences (TR-AFR)	Confidence Interval (CIs)	Permutation p-value	Equal Mean Value	Differences (TR-AFR)	Confidence Interval (CIs)	Permutation p-value	Equal Variances	
AC	Yes	0.99	(0.91,1)	0.64	Yes	-0.15	(-0.39, 0.38)	0.456	Yes	-0.73	(-0.50, 0.68)	0.02	No	Partial
CC	Yes	0.99	(0.49,1)	0.82	Yes	0.12	(-0.39, 0.40)	0.556	Yes	-0.13	(-0.41, 0.52)	0.59	Yes	Full
POQ	Yes	0.98	(0.52,1)	0.70	Yes	-0.16	(-0.39, 0.39)	0.434	Yes	-0.17	(-0.49, 0.60)	0.56	Yes	Full

Table 5: MGA Test Result between Two Groups

Path	Group TR			Group AFR			Welch-Satterthwait MGA			MICOM	Results
	$\beta$	SE	t-value	$\beta$	SE	t-value	$\beta$ difference	t-value	p	p	
POQ→AC	-0.73	0.20	3.63	-0.21	0.16	1.29	-0.52	2.02	0.05*	0.05*	TR > AFR
POQ→CC	0.52	0.23	2.23	0.19	0.16	1.21	0.33	1.18	0.25	0.22	TR > AFR

Notes: \* $p < 0.05$ .

Based on the results displayed in Table 5, the effect of POQ on AC and CC remained unchanged within these two groups. For respondents in Group TR, it was seen that POQ was negatively related to AC and positively related to CC, both relationships were significant. On the contrary, for respondents in Group AFR, the relationship between the POQ-AC and POQ-CC were not significant. This is an interesting outcome as the magnitude of the effect had varied between the two groups. Moreover, the strength of path coefficient estimated across the respondents in Group TR were significantly higher than the respondents in the Group AFR. Overall, these post-hoc analysis demonstrate that POQ is significantly associated with both affective and continuance commitment in Group TR. Hence, this research would like to propose two propositions as stated as below and which can be utilized for further investigation.

Proposition 1: Perceived overqualification is negatively correlated to affective commitment, where the effect higher across traditional repatriates than alternative form of repatriates.

Proposition 2: Perceived overqualification is positively correlated to continuance commitment, where the effect higher across traditional repatriates than alternative form of repatriates.

## V. DISCUSSION AND IMPLICATION

Overall, both affective commitment and continuance commitment were found to be statistically correlated with perceived overqualification among repatriates. The overqualification perception shows a consistent negative influence on affective commitment. These findings, therefore, suggest that many repatriates were unhappy upon returning when perceived that their skills were not fully utilized, thus less likely to be emotionally attached to their organization. Furthermore, highly perceived overqualification repatriates tended to be highly continuance committed upon returning. This was attributed to the newly acquired knowledge and

skills from international assignments, which might be unique and valuable to that particular organization, thereby, not applicable or transferable to other organizations. In such situation, repatriates developing a sense of “need to” continue staying, where they have become much more calculated-based, rather than emotional attachment with the organization (Pate & Scullion; 2010; Peltokorpi et al., 2021). In line with the relative deprivation theory, it is recommended that the organizations should help repatriates to form realistic expectations about their job advancement upon returning (Birur & Muthiah 2013; Cerdin & Brewster, 2014; Cox et al., 2013). Repatriates may disappoint that no readily available job that clearly drew upon their acquired knowledge and skills from international assignment, thus, they would leave due to overwhelmed by reverse culture shocks. Our argument further pointed out that the feeling of deprivation can be compensated. According to Breitenmoser and Bader (2019), repatriates will feel being valued if the organization acknowledged what he/she had learnt from international assignments. Subsequently, perceived overqualification repatriates will reconsider their situation and shifting themselves from affective committed to a much more continuance committed with the organizations.

The length of international assignments was observed as a heterogeneity and deserved more attentions (i.e. Greer & Stiles, 2016; Knocke & Schuster, 2017). In this study, TR have higher expectations on their contributions than AFR because they have made a considerable personal sacrifice in completing the appointed international assignments. Subsequently, TR become less satisfied with their overqualified job and less emotionally attached to the organization once the discrepancy is identified between what they want and what they have. On the other hand, AFR have extensive business trips may facilitate their capability of dealing with work adjustment issues (Bhardwaj, 2021). Thus, AFR’s commitment toward organizations were less likely affected, despite perceive themselves being overqualified. Moreover, the longer repatriates have been away, the more difficult for them to readjust and perform during repatriation (Bolino, 2007; Greer & Stiles, 2016). Kraimer et al. (2009) indicated that long-term international assignment may adversely affect the career advancement of repatriates, because they had been “out of sight, out of mind” or lost touch with home-country managers. For this reason, it seems that having a long-term assignment do more harm than good, and repatriates will be more likely to struggle if perceived overqualification upon returning.

## VI. CONCLUSION AND LIMITATION

As summary, this new outcome depicted the fact that perceived overqualification was influencing the repatriates’ affective and continuance commitment levels upon return from international assignments. This study findings suggested that supervisors play a key role in maintaining a consistent evaluation and understand what repatriates had learnt while working abroad, at least six months prior to their returned. By doing so, the organizations could better manage repatriates’ expertise and able to effectively arrange suitable job positions (Burmeister & Deller, 2016). As the influence of overqualification perception was even more pronounced among TR than AFR, organizations should consider a different approach, instead of “one size fit all” approach in addressing each repatriate’s expectations and perceptions on job outcomes (Knocke & Schuster, 2017). In this way, organizations could fully utilize repatriates newly acquired cross-cultural competencies and stand a better chance to enhance competitive advantage.

This study was embodied some limitations. The data collection was limited to Malaysian repatriates only, so the generalizability of research findings should be taken into consideration. Furthermore, the self-reported measures questionnaires were used to collect the responses from repatriates only. Further research could include supervisor or colleagues to collect different responses. Given that organizations may reduce using TR and shifting to AFR, it is recommended to replicate this study in other contexts, such as self-initiated repatriates (Shao & Ariss, 2020). Moreover, researchers should take the variance contexts into consideration, for example business and industry sectors in repatriation studies (Breitenmoser & Bader, 2019; Pate & Scullion, 2010). This could increase our understanding how different types of repatriates shift their commitment toward organizations. Last but not least, the number of AFR samples are relatively higher than TR, so researchers should ensure equal numbers in both sample groups to further test the research model.

### Acknowledgement

This research work was supported by University of Malaya.

### References

- Akkan, E., Lazarova, M., & Reiche, B. S. (2018). The role of repatriation in and for global careers. In M. Dickmann, V. Suutari, & O. Wurtz (Eds.), *The Management of Global Careers* (pp. 223-256). Palgrave Macmillan.
-

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.
- Amir, S., Okimoto Tyler, G., & Moeller, M. (2020). Informal repatriate knowledge transfer: A qualitative analysis of Malaysian corporate executives. *Journal of Global Mobility: The Home of Expatriate Management Research*, 8(1), 107-140.
- Baruch, Y., Altman, Y., & Tung, R. L. (2016). Career mobility in a global era: Advances in managing expatriation and repatriation. *Academy of Management Annals*, 10(1), 841-889.
- Bhardwaj, B. (2021). Short-term foreign trips correlates of the four factors model of cultural intelligence. *Rajagiri Management Journal*.
- Birur, S., & Muthiah, K. (2013). Turnover intentions among repatriated employees in an emerging economy: The Indian experience. *International Journal of Human Resource Management*, 24(19), 3667-3680.
- Bolino, M. C. (2007). Expatriate assignments and intra-organizational career success: Implications for individuals and organizations. *Journal of International Business Studies*, 38(5), 819-835.
- Breitenmoser, A. & Bader, A. K. (2019). Retaining repatriates—the role of career derailment upon repatriation and how it can be mitigated. *The International Journal of Human Resource Management*, 1-28.
- Brewster, C., Dickmann, M., & Suutari, V. (2020). Short-term assignees, international business travellers, and international commuters. In J. Bonache, C. Brewster, & F. Froese (Eds.), *Global Mobility and The Management of Expatriates* (pp. 153-180). Cambridge: Cambridge University Press
- Burmeister, A., & Deller, J. (2016). A practical perspective on repatriate knowledge transfer: The influence of organizational support practices. *Journal of Global Mobility*, 4(1), 68-87.
- Cerdin, J.L., & Brewster, C. (2014). Talent management and expatriation: Bridging two streams of research and practice. *Journal of World Business*, 49(2), 245-252.
- Cheah, J. H., Thurasamy, R., Memon, M. A., Chuah, F. & Ting, H. (2020). Multigroup analysis using SmartPLS: Step-by-step guidelines for business research. *Asian Journal of Business Research*, 10(3).
- Chen, H. F., & Chiu, Y. H. (2009). The influence of psychological contracts on the adjustment and organisational commitment among expatriates: An empirical study in Taiwan. *International Journal of Manpower*, 30(8), 797-814.
- Chi, S. C. S., & Chen, S. C. (2007). Perceived psychological contract fulfillment and job attitudes among repatriates: An empirical study in Taiwan. *International Journal of Manpower*, 28(6), 474-488
- Chiang, F. F. T., van Esch, E., Birtch, T. A., & Shaffer, M. A. (2018). Repatriation: What do we know and where do we go from here. *The International Journal of Human Resource Management*, 29(1), 188-226.
- Chin W.W. (2010). How to write up and report PLS analyses. In V. Esposito Vinzi, W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook of Partial Least Squares* (pp. 655-690). Springer.
- Collings, D. G., & Isichei, M. (2018). The shifting boundaries of global staffing: Integrating global talent management, alternative forms of international assignments and non-employees into the discussion. *The International Journal of Human Resource Management*, 29(1), 165-187.
- Collings, D. G., Scullion, H., & Morley, M. J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42(2), 198-213.
- Cox, P. L., Khan, R. H., & Armani, K. A. (2013). Repatriate adjustment and turnover: The role of expectations and perceptions. *Review of Business and Finance Studies*, 4(1), 1-15.
- Crosby, F. (1984). Relative deprivation in organizational settings. *Research in Organizational Behavior*, 6, 51-93.
- De Clercq, D., Suhail, A., Azeem, M. U., & Haq, I. U. (2021). Citizenship pressure and job performance: Roles of citizenship fatigue and continuance commitment. *Asia Pacific Journal of Human Resources*, 59(3), 482-505.
- Erdogan, B., & Bauer, T. N. (2009). Perceived overqualification and its outcomes: The moderating role of empowerment. *Journal of Applied Psychology*, 94(2), 557-565.
- Erdogan, B. & Bauer, T. N. (2021). Overqualification at work: A review and synthesis of the literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 8(1), 259-283.
- Erdogan, B., Bauer, T. N., Peiro, J. M., & Truxillo, D. M. (2011). Overqualified employees: Making the best of a potentially bad situation for individuals and organizations. *Industrial and Organizational Psychology Perspectives on Science and Practice*, 4(2), 215-232.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.



- Froese, F. J., Stoermer, S., Reiche, B. S., & Klar, S. (2020). Best of both worlds: How embeddedness fit in the host unit and the headquarters improve repatriate knowledge transfer. *Journal of International Business Studies*, 52(7), 1331-1349.
- Galperin, R. V., Hahl, O., Sterling, A. D., & Guo, J. (2020). Too good to hire? Capability and inferences about commitment in labor markets. *Administrative Science Quarterly*, 65(2), 275-313.
- Greer, T. W. & Stiles, A. C. (2016). Using HRD to support repatriates: A framework for creating an organization development strategy for repatriation. *Human Resource Development Review*, 15(1), 101-122.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Hamid, S. F., & Ishak, N. A. (2019). Emotional intelligence on career satisfaction. *Journal of International Business, Economics and Entrepreneurship*, 4(1), 55-63.
- Henseler, J., Ringle C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405-431.
- Huang, M.C., Chiu, Y.P., & Lu, T.C. (2013). Knowledge governance mechanisms and repatriate's knowledge sharing: The mediating roles of motivation and opportunity. *Journal of Knowledge Management*, 17(5), 677-694.
- Isichei, M., & Collings, D. G. (2018). Global mobility and global talent management. In D. G. Collings, H. Scullion, & P. Caligiuri (Eds.), *Global Talent Management* (2nd ed., pp. 163-176). Routledge.
- Knocke, J., & Schuster, T. (2017). Repatriation of international assignees: Where are we and where do we go from here? A systematic literature review. *Journal of Global Mobility: The Home of Expatriate Management Research*, 5(3), 275-303.
- KPMG International Cooperative. (October, 2019). *Global Assignment Policies and Practices Survey*. KPMG International Limited. <https://assets.kpmg/content/dam/kpmg/xx/pdf/2019/10/2019-gapp-survey-report-web.pdf>
- Kraimer, M. L., Bolino, M. C., & Mead, B. (2016). Themes in expatriate and repatriate research over four decades: What do we know and what do we still need to learn? *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 83-109.
- Kraimer, M. L., Shaffer, M. A., & Bolino, M. C. (2009). The influence of expatriate and repatriate experiences on career advancement and repatriate retention. *Human Resource Management*, 48(1), 27-47.
- Kulkarni, M., Lengnick-Hall, M. L. & Martinez, P. G. (2015). Overqualification, mismatched qualification, and hiring decisions. *Personnel Review*, 44(4), 529-549.
- Kulkarni, M., Lengnick-Hall, M. L., & Valk, R. (2010). Employee perceptions of repatriation in an emerging economy: The Indian experience. *Human Resource Management*, 49(3), 531-548.
- Lazarova, M. (2015). Taking stock of repatriation research. In D. G. Collings, G. T. Wood, & P. M. Caligiuri (Eds.), *The Routledge Companion to International Human Resource Management* (pp. 378-398). Routledge.
- Lazarova, M., & Caligiuri, P. (2001). Retaining repatriates: The role of organizational support practices. *Journal of World Business*, 36(4), 389-401.
- Mäkelä, L., Saarenpää, K., & McNulty, Y. (2017). Flexpatriates, short-term assignees and international commuters. In Y. McNulty & J. Selmer (Eds.), *Research Handbook of Expatriates* (pp. 276-294). Edward Elgar Publishing.
- Mayerhofer, H., Hartmann, L. C., Michelitsch-Riedl, G., & Kollinger, I. (2004). Flexpatriate assignments: A neglected issue in global staffing. *The International Journal of Human Resource Management*, 15(8), 1371-1389.
- Maynard, D. C., Brondolo, E. M., Connelly, C. E., & Sauer, C. E. (2015). I'm too good for this job: Narcissism's role in the experience of overqualification. *Applied Psychology-an International Review-Psychologie Appliquee-Revue Internationale*, 64(1), 208-232.
- Maynard, D. C., Joseph, T. A., & Maynard, A. M. (2006). Underemployment, job attitudes, and turnover intentions. *Journal of Organizational Behaviour*, 27, 509-536.
- Mayrhofer, W., Reichel, A., & Sparrow, P. (2012). Alternative forms of international working. In G. K. Stahl, I. Björkman, & S. Morris (Eds.), *Handbook of Research in International Human Resource Management* (2nd ed.). Edward Elgar Publishing.
- McNulty, Y., De Cieri, H., & Hutchings, K. (2013). Expatriate return on investment in the Asia Pacific: An empirical study of individual ROI versus corporate ROI. *Journal of World Business*, 48(2), 209-221.

- Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Mohd, I. H., Julan, J., & Tuan Besar, T. B. H. (2020). Strategic training and development: The impact on employees' performance. *Journal of International Business, Economics and Entrepreneurship*, 5(2), 80-84.
- Nguyen, P., Felfe, J., & Fookan, I. (2013). Antecedents of commitment to a parent company and to a local operation: Empirical evidence from western employees working for multinational companies in Vietnam. *International Journal of Human Resource Management*, 24(7), 1346-1375.
- Oddou, G., Osland, J. S., & Blakeney, R. (2009). Repatriating knowledge: Variables influencing the "transfer" process. *Journal of International Business Studies*, 40(2), 181-199.
- Osland, J. S., Szkudlarek, B., Oddou, G. R., Furuya, N., & Deller, J. (2020). What makes for successful repatriate knowledge transfer? Implications for repatriation and global leadership. In J. S. Osland, B. Szkudlarek, M. E. Mendenhall, & B. S. Reiche (Eds.), *Advances in Global Leadership* (Vol. 13, pp. 105-128). Emerald Publishing Limited.
- Pate, J. & Scullion, H. (2010). The changing nature of the traditional expatriate psychological contract. *Employee Relations*, 32(1), 56-73.
- Peltokorpi, V., Froese, F. J. & Reiche, S. (2021). *How and when do preparation and reintegration facilitate repatriate knowledge transfer*. Academy of Management Proceedings.
- Petrovic, J., Harris, H., & Brewster, C. (2000). New forms of international working. *CReme Research Report*. Cranfield School of Management.
- Ramayah, T., Cheah, J., Chuah, F., Ting, H. & Memon, M. (2018). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using SmartPLS 3.0: An Updated Guide and Practical Guide to Statistical Analysis*. Pearson.
- Reiche, B. S. (2012). Knowledge benefits of social capital upon repatriation: A longitudinal study of international assignees. *Journal of Management Studies*, 49(6), 1052-1077.
- Reiche, B. S., & Harzing, A. W. (2009). International assignments. In A. W. Harzing & A. Pinnington (Eds.), *International Human Resource Management* (3rd ed., pp 1-57). Sage Publications.
- 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, 149-159.
- Salleh, N. M., & Koh, J. (2013). Analysing the functions of short-term expatriate assignments. *Procedia-Social and Behavioral Sciences*, 107, 34-42.
- Sekaran, U., & Bougie, R. (Eds.). (2014). *Research methods for business: A skill building approach* (6th ed.). John Wiley & Sons.
- Shaffer, M. A., Kraimer, M. L., Chen, Y.P., & Bolino, M. C. (2012). Choices, challenges, and career consequences of global work experiences: A review and future agenda. *Journal of Management*, 38(4).
- Shao, J. J., & Ariss, A. A. L. (2020). Knowledge transfer between self-initiated expatriates and their organizations: Research propositions for managing SIEs. *International Business Review*, 29(1), 1-9.
- Somers, M. J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior*, 74(1), 75-81.
- 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.
- Starr, T. L. (2009). Repatriation and short-term assignments: An exploration into expectations, change and dilemmas. *The International Journal of Human Resource Management*, 20(2), 286-300.
- Starr, T. L., & Currie, G. (2009). Out of sight but still in the picture: Short-term international assignments and the influential role of family. *The International Journal of Human Resource Management*, 20(6), 1421-1438.
- Suutari, V., Brewster, C., Riusala, K., & Syrjäkäri, S. (2013). Managing non-standard international experience: evidence from a Finnish company. *Journal of Global Mobility*, 1(2), 118-138.
- Tahvanainen, M., Welch, D., & Worm, V. (2005). Implications of short-term international assignments. *European Management Journal*, 23, 663-673.
- Tornikoski, C. (2011). Fostering expatriate affective commitment: A total reward perspective. *Cross Cultural Management-an International Journal*, 18(2), 214-235.

- van Dijk, H., Shantz, A., & Alfes, K. (2020). Welcome to the bright side: Why, how, and when overqualification enhances performance. *Human Resource Management Review*, 30(2), 1-15.
- Van Gorp, L., Boroş, S., Bracke, P., & Stevens, P. A. J. (2017a). Emotional support on re-entry into the home country: Does it matter for repatriates' adjustment who the providers are? *International Journal of Intercultural Relations*, 58, 54-68.
- Van Gorp, L., Boroş, S., Bracke, P., & Stevens, P. A. J. (2017b). An exploratory study into organizational repatriates' emotional support network. *Cross Cultural & Strategic Management*, 24(4), 645-668.
- Vidal, M. E. S., Valle, R. S., & Aragon, M. I. B. (2007). Antecedents of repatriates' job satisfaction and its influence on turnover intentions: Evidence from Spanish repatriated managers. *Journal of Business Research*, 60(12), 1272-1281.
- Ye, X., Li, L., & Tan, X. (2017). Organizational support: Mechanisms to affect perceived overqualification on turnover intentions: A study of Chinese repatriates in multinational enterprises. *Employee Relations*, 39(7), 918-934.
- Ye, X., Wang, Z., Zhang, Y., & Li, H. (2021). How do knowledge governance mechanisms impact on repatriate knowledge transfer intention? The moderating role of perceived career and repatriation support and person-organization fit. *Management Decision*, 59(2), 324-340.
-