

## **A Conceptual Framework For The Repatriates Work Adjustment: The Mediating Role Of Career Ambition**

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### **Abstract**

In Recent Years, An Increasing Number Of Professionals View International Assignments As An Opportunity For Career Development And Take Steps To Acquire Such Experience With The Belief That This Will Increase Their Career Prospects In Their Institutions As Well As In The Global Job Market. After The Completion Of An International Assignment, Individuals Return To Their Home Countries And Become Repatriates. Repatriation Transitions Are Anxious And Stressful And Can Also Create Surprises And Uncertainties. The Current Study Aims To Develop A Conceptual Framework On The Repatriates Work Adjustment In GCC. Based On Theory Of Work Adjustment (TWA) And Job Dimension Theory, The Current Research Developed A Comprehensive Framework. Further The Current Study Proposes To Test The Indirect Path For Job Dimension And Work Adjustment Using Career Ambition. The Current Study Helps Academicians And Researchers To Further Expand The Knowledge By Conducting Empirical Studies On Work Adjustment. To The Best Of Current Study's Author Knowledge, There Is A Scarcity Of Literature On GCC Repatriates' Work Adjustment, And The Current Study Is One Of Its Own Kind Of Research.

**Keywords: Work Adjustment, Repatriates, Role Clarity, Career Ambition, Role Discretion, Role Conflict, Role Novelty**

### **Introduction**

Today, International Experience Is Considered To Be An Asset, And More Typically As A Requirement, For Employees In Global Organizations. International Assignments Are The Primary Vehicle Through Which Employees Learn About And Apply Global Strategies (Ellis, Thorn, & Yao, 2020; Nash & Colwell, 2020). Management Often Assume That It Is Unproblematic When Repatriates Return To The Home Organization (Breitenmoser & Bader, 2018). However, Research Has Shown That Turnover Rates Amongst Repatriates Range From 20 To 50% Within The First Year Of Return (Paik, Segaud, & Malinowski, 2002). The Organizational Costs Of Repatriates Turnover Are Therefore Massive, Both Financially And Strategically (Gaio Santos & Martins, 2019; Kataria, Sethi, Grewal, & Bahuguna, 2020). High- Turnover Rates Suggest The Need For A Critical Investigation Of Repatriate-Organization Relationships Across Contexts. In Majority Cases, It Is Due To Unanticipated Re-Entry Culture Shock Or Reverse Culture Shock Resulting From A Lack Of Current Behavioural Understanding Of The Repatriates' Home Country (Alsaleh & Moufakkir, 2019). Aldossari And Robertson (2016) Mentioned That Poor Repatriation Practice Reflects Significant Human Resource Management Problems. Problems That May Result Into Breach Of Psychological Contract. In Addition, Poor Repatriation Practice Is Costly (Naude & Vögel, 2018), Restricts The Effective Utilization Of Employees And Often Results In To The Loss Of Valued Personnel (Aldossari & Robertson, 2018). Repatriation Transitions Are Anxious And Stressful, And Create Surprise And Uncertainty (Aldossari & Robertson, 2016; Gaio Santos & Martins, 2019; Kataria Et Al., 2020; Naude & Vögel, 2018). A Successful Re-Socialization Process Facilitates Repatriates To Adjust (Better Fit) To The Organization's Environment. Theories Have Tested Various External Factors Associated With

Repatriates Adjustment Such As James And Azungah (2019) Organizational Support Reduces Uncertainty Associated With Adjustment. The Empirical Research On The Influence Of Personal Factors Such As Career Ambition, Work Clarity, Work Discretion, Work Novelty And Work Conflict On Repatriates' Adjustment Is Lacking, Remarkably, There Is No Such Research Among GCC Students' Repatriates.

Previous GCC Scholarly Studies Focused On The Challenge And Change That Students Faced Both When Studying Abroad And After Returning Home. Alawi (2020) Claimed That No Material Has Been Written Or Published Previously On The Lived Experiences Of The GCC Repatriates And Their Perceptions Of The Working Environment After The Completion Of Their International Experience. The Absence Of Such Material And The Question Of Which Approach Is Better Within The Context Of GCC, Demonstrates Both A Strong Need And A Positive Opportunity To Research The Lived Experiences And The Transformational Stories Of The Students Repatriates In The GCC. Therefore, The Present Study Justifies The Motivation And Purpose To Elect This Research As There Is An Absence Of Research On The Area, Particularly In GCC Settings. Finally, A Need For General Guidelines Which Seem Highly Essential To The GCC Region To Conduct An Investigating On The Repatriation Process Will Be Valuable In Order To Achieve A Better Adjustment Even Though Repatriation Is Longstanding Phenomenon.

### **Literature Review**

One Of The Most Seminal Contributions To The Study Of Expatriation Is Credited To Black, Mendenhall, And Oddou (1991) In Their Repatriation Adjustment Paper. Throughout The Years, The Witnessed Increase In Internationalization Has Subsequently Focused More Scholarly Attention To The Process Of Adjusting To Abroad Assignments. However, The Process Of Repatriating, Returning Home Has Comparatively Received Less Attention (Black Et Al., 1991). Although, Previous Research Has Started To Touch Upon The Latter Conundrum (Harvey, 1983), They Have Been Somewhat A Theoretical In Their Approaches. Thus, Ultimately Not Aiming To Theoretically Conceptualize The Phenomenon. Evidence Proposed By Hofstede (2001), In His Cultural Dimensions Certainly Delineates That Differences Among Countries Is Substantial, Which Makes Expatriation And Repatriation Lucrative Endeavours To Investigate. Black Et Al. (1991) Adhered And Suggested That Since The Outlined Differences Are Evident Between Countries, Repatriation Should, Theoretically, Attain More Scholarly Attention To Guide Future Research (Sánchez, Sanz & Aragón, 2010; Gregersen & Stroh, 1997).

Black Et Al. (1991) Further Proposed That Repatriation Is Multi-Faceted. This Suggests That There Are More Than One Facet Influencing The Following Adjustment. Which Theoretically Implicates That All Facets Can Be Related To A Given Antecedent And That These Facets Can Be Strongly Related To A Given Outcome (Black Et Al., 1991). These Facets Are Adjustment To Work, Adjustment To Interaction With Host Nationals And Adjustment To General Environment And Culture. Theoretically, Black And His Colleagues Further Argued That The Repatriation Process Can Be Divided Up Into Adjustments Prior To Return (Anticipatory Adjustments) And Adjustments Made After Returning (In-Country Adjustments); This Is Based On The Fact That Unless An Individual Is Given A Warning Upon Entering A New Environment, The Person Will Make Do With Anticipatory Adjustments.

Finally, The Antecedents Can Be Categorically Placed Within The Theoretical Framework. The First Category Is Labelled As Individual Variables. These Variables Are The Function Of An Individual's Attitudes, Norms, Values, Characteristics Etcetera. The Second Category Is Job Variables, Which Comprises Of The Task And Characteristics Of The Individual's Job Dimensions. Third, Is Organizational Variables. The Policies And Practices Conducted And Endorsed Within The Organization, Can Be Placed Within This Classification. The Fourth, And Final Category, Namely Non-Work Variables That Are Usually Outside The Organizational And Work-Related Domain And Refer To Family And General Environment.

The Current Study Tried To Extend The Model Of Black Et Al. (1991) By Considering The Job Dimensions As An Antecedent To The Repatriates' Work Adjustment. As Job Dimensions That Have Significant Impacts On Job - Related Uncertainty And Therefore, Would Have Influences On Repatriates' Work Adjustments. These Dimensions Are Role Clarity, Role Discretion, Role Novelty And Role Conflict. Acquiring A Deeper

Understanding Of The Connection Between Antecedents And Consequences Requires Examining Underlying Processes. So Far Job Dimensions' Role Clarity Has Been Used As A Mediator Between Work Adjustment And Its Antecedents. Job Dimensions' Roles Are Associated With The Expectation Of The Individuals To Prosper Their Career In Their Home Country Which In Return Predicts The Work Adjustment Of The Repatriates. Therefore, To Extend The Black Et Al. (1991) Model, This Study Has Used Job Dimensions And Work Adjustment Theory.

### **Job Dimensions**

The Job Dimensions Theory Describes The Specific Tasks And Duties That Individuals Perform Within Workplaces (Black, 1988). According To Black Et Al. (1991), Entry/Re-Entry Role Transitions Describe The Changes In Roles When A Person Moves From One Context To Another, Such As From School To Work Or From Being Single To Being Married (P. 297). Further, Their Argument Continued To Include That Individual Repatriates Can Make An In-Country Adjustment To Work, Pointing Out The Importance Of Job Dimensions' Roles Factors. Therefore, Such Roles And Changes May Effect Repatriates During Their Adjustments Transitions. In Respect To The Role Factors Of The Job Dimensions, Black And His Associates Indicated That Role Clarity Reduces The Amount Of Uncertainty Associated With The Work Situation, Which In Turn, Would Facilitate Adjustment To Work (Black Et Al., 1991; Black, 1988). Moreover, Role Discretion Allows Individuals To Adapt Their Work Role And Setting To Themselves Rather Than Adapting Themselves To The Situation. Their Argument Included That The Greater The Role Discretion Is The Easier It Makes It For Individuals To Utilize Previous Behavior Patterns, Which In Turn, Reduces Uncertainty In The New Situation And Facilitates Adjustment In The Novel Setting (Black, 1988; Nicholson, 1984).

Additionally, Black Et Al. (1991) Argued That Role Conflict And Role Novelty Signify The Uncertainties Associated With Jobs. The Former Is When Two Job Descriptions Are Incompatible And Contradict Each Other And The Latter Occurs When The Current Role Is Different From Past Roles. Nonetheless, Empirical Investigations Have Supported The Findings (Shaffer, Harrison & Gilley, 1999), That Role Clarity And Role Discretion Can Support The Adjustments To Work. On The Other Hand, Dawis And Lofquist (1984) Argued That Role Novelty, And Role Conflict Can Inhibit The Degree Of Work Adjustment, Because These Work Variables Reduced The Ability Of The Individual And The Organization To Appropriately Match Rewards, With Individual Needs And Individual Abilities With Role Demands (Black Et Al., 1991). In Explaining All Of That, Role Clarity And Role Discretions Are Believed To Be Associated To Job Satisfactions (Dawis And Lofquist, 1984; Dawis, 2005).

Job Satisfactions, Job Satisfactoriness And Tenure Are The Results Of As Positive Cognitive Relationships Between A Person's Need And The Re-Enforcers (Remuneration) Of The Environment (Workplace) (Dawis & Lofquist, 1984). On The Same Hand, Dražić, Petrović, & Vukelić, (2018) And El Baroudi, Fleisher, Khapova, Jansen & Richardson, (2017) Believed That Career Ambition Will Increase The Chances Of The Individuals' Satisfactions At Work Environments. As Role Clarity And High Degree Of Role Autonomy Are Reasons Of Satisfactions Attributed To Work Adjustments, They Might Also Be Reasons Linked To Career Ambitions, Which Entails Motivations. Thus, Career Ambitions Enhance Individuals Career Planning, Self-Determinations And Help To Positively Develop Essential Skills To Achieve Targeted Goals (EL Baroudi Et Al., 2017). Nonetheless, Career Ambition Is Somehow Related To Career Expectation, Which An Individual Might Form Prior To Their Career Engagements, As It Is Related To Everything That Individuals Expect To Happen In Future Career Situations (Hurst & Good, 2009). Robinson, Murrells, And Clinton (2006) Related Career Ambition As Goal Or Aim, Whereas Career Expectation Is Considered As Belief.

### **Career Ambition**

Career Ambition Is Generally Perceived As A Condition For Labor Force Participation And More Specifically For Career Success And Is Regarded As A Proxy For Students' Future Career (Dražić Et Al., 2018). According To Benschop, Brink, Doorewaard And Leenders (2013), Career Ambition Is A "Resource" That Refers To Employees' Willingness To Take On Extra Tasks For An Organization. Locke And Latham (2002) Noted That Career Ambition Is A Source Of Individual Differences In Goals. The Dominant Discourse Of Career Ambition Marginalizes Three Other Discourses; Ambition As A

Form Of 'Upward Career Mobility', I.E., Return To Education Is In The Form Of Higher Probabilities Of Occupational Upgrading (Sicherman & Galor, 1990). Individual Development, Employee's Capability To Develop A Career In The Workplace And 'Mastery Of The Task' An Internal Force That Pushes To Correctly Perfect A Task.

The Present Study Uses Career Ambition As A Mediator Between The Dependent Variable And The Independent Variables Of Job Roles (Role Clarity, Role Discretion, Role Novelty And Role Conflict). The Mechanism Of The Mediation Underlies And Observes The Relationship Through The Inclusion Of A Third Variable (Career Ambition). As The Direct Relationship Between The Job Variables And Work Adjustment Had Been Previously Studied, This Study Tries To Explain The Relationship Further By Explaining The Relationship Between The Variables Through An Intermediate Effect. As An Intermediate Variable (Career Ambition) May Influence Work Adjustment, By Exploring Its Effect Which Will Be Important To Address The Factor To Improve Outcomes. A Recent Study By Hirschi And Spurk (2021) Found That Career Ambition A Mediating Factor In The Relationship Between Performance And Organizational Commitment. In Other Words, Ambitious Employees Showed Better Performances And Commitments To Their Organizations. Work Adjustment Can Be Influenced By Job Roles Positively By Role Clarity And Role Discretion (Autonomy) Or Negatively By Role Novelty And Role Conflict (Black Et Al., 1991). Work Adjustment Is Strongly Related To Satisfaction And Satisfactoriness (Tenure) As Explained By TWA. The First Two Variables From The Job Roles Are Role Clarity And Role Discretion Can Influence Work Adjustment As They Reduce Uncertainties And Ambiguities Within Work Environments. Also, Such Roles Are Proven To Be Predictors For Work Adjustments. The Other Two Variables Of The Construct Of The Job Dimension Role Novelty And Role Conflict Are Regarded As Work Stressors Where They Increase Uncertainties And Ambiguities In Work Environments.

Together The Four Variables In The Job Role Construct Have Been The Focus On The Studies Of Cross-Cultural Work Adjustments. Prior Researchers Found Organizational Tenure To Be Related Positively To Career Ambition Than Negative Career Ambition . They Reasoned That Because Newcomers Want To Develop Their Abilities As Well As Employees Who Have A Longer Tenure. The Study Also Found That Employees With A Longer Organizational Tenure Performed Better With Work Roles Than Newcomers, Since Salary And Promotions Were Positively The Drivers Behind Their Work Ambitions. Tenure Means Satisfaction By The Employee And Satisfactoriness By The Organization Combined. It Is Also An Outcome Of Such Relationship And An Indication For Work Adjustment. Therefore, This Study Is An Attempt To Propose Whether There Is A Relationship Between The Job Variables That Have Been Confirmed Previously To Influence Work Adjustment In Across-Cultural Settings And GCC Repatriated Students To GCC And Their Work Adjustments Via The Mediation Role Of Career Ambition.

### **Conceptual Framework Development**

Job Dimensions' Roles As Independent Variables And Work Adjustment As A Dependent Variable Have Been Previously Investigated (Yusliza & Ramayah, 2007; Shaffer Et Al., 1999). In The Present Study The Job Dimensions Consist Of Four Roles, Which Are Role Clarity, Role Discretion, Role Novelty And Role Conflict. The Effect Of Each Of These Variables On Work Adjustment To Be Studied And Discussed Through The Mediation Of Career Ambitions. The Rational Of This Study Is To Explore If The Relationships Between The Variables Within The Construct Form Any Association In Investigating Students Repatriating And Adjusting To Work In The Region Of GCC. Repatriates Are Expected To Face Challenges When Adjusting To Work (Black, 1988), Thus, There Is Insufficient Information On How GCC Student Repatriates Adjust To Their Jobs, Exhibiting Insecurities When Entering A New Work Environment. The Literature Has Identified Four Job Roles Of Which Two (Role Clarity And Role Discretion) Are Predictors And Positively Influence Work Adjustment Among Expatriates And Repatriates And Two Being Stressors. Negativity Of Role Stressors (Role Novelty And Role Conflict) Opted To Undermine Adjustments In Work Environments. So, This Research Aims At Finding Out Whether Career Ambition Has A Relationship In Mediating The Job Roles And Work Adjustment. This Is Because The Literature Provides Evidence On The Possibility To Mediate Between Job Dimensions And Work Adjustment By Career Ambition. Figure 1 Shows The Framework Of The Study:

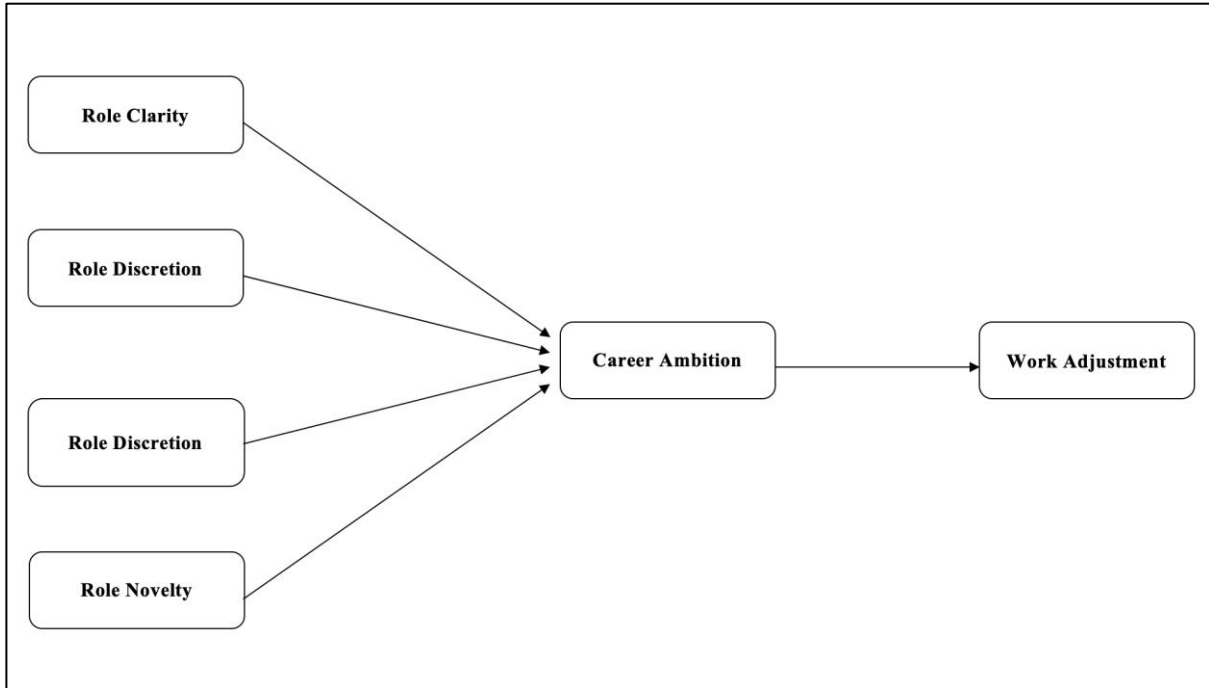


Figure 1: Conceptual Framework Of The Study

### Prepositions Development

The Relationship Between Role Clarity And Work Adjustment As Have Been Tested Previously, Was Found To Be Positively Related In Majority Of The Studies (Selmer, 2009; Soininen & Mabro, 2018). According To Nicholson (1984); Dawis & Lofquist (1984); Black And Gregersen (1991), Role Clarity Reduces The Ambiguity And The Uncertainty In The Process Of Adjusting To Work. Moreover, Black Et Al. (1991) Claimed That In Both Expatriates' And Repatriates' Adjustments, Role Clarity Plays An Important Role In Facilitating Adjustment To Work.

Black And Gregersen (1999) Documented That Role Clarity Is A Fundamental Attribute Of The Job Dimensions. Role Clarity Involves The Identification Of The Unambiguity That Assists An Employee In Order To Make Adjustment To Work. Scholars Have Shown That There Is A Link Between The Two Variables (Soininen & Mabro, 2018). Black Et Al. (1991) Asserted That Repatriates Who Have Role Clarities In Their Jobs Adjust To Work Feasibly, Comparing To The Ones That Have Little Or No Clarities In Their Jobs. They Stated That Role Clarity Positively Effects Repatriates' Work Adjustment. Therefore, In Such Views The Study Proposes That Role Clarity Of The Job Dimensions Is Positively Related To Work Adjustment Among Students Repatriates In GCC And Can Be Predicted. Based On This View, It Can Be Proposed That:

*PI: There Is A Positive Relationship Between Role Clarity And Work Adjustment Among Repatriates In GCC*

Earlier Research Had Arrived To Conclude That Role Discretion Allows Individuals To Adjust To Their Work Roles By Changing The Role To Fit The Individual And Utilize Of Experience And Familiar Behavior. Role Discretion Was Assumed A Predictor To Facilitates Behavior And Predictive Control, Reduces Uncertainty, And Was Found To Positively Relate To Facilitate Work Adjustment Process Of Repatriates In The Novel Settings (I.E., Black Et Al., 1991; Adler, 1981). It Was Also Concluded That Individuals With High Role Discretion Will Adjust Better Than Individuals With Low Role Discretion (I.E., Suutari & Välimaa, 2002) Found Role Discretion To Be Positively Related To Repatriates' Work Adjustment Among Finnish Repatriates.

It Can Conclude That The Lower The Discretion Role Practiced At A Workplace, The Greater The Degree Of Uncertainty There Would Be. In The Case Of Repatriation, It Has Been Shown By Past Research That Higher

Discretions Practiced By Repatriates Allowed For Better And More Effective Work Adjustments Amongst Them (Black & Gregersen, 1991; Gregersen & Black, 1996; Selmer, 2009). Based On The Aforementioned, The Present Study Intends To Investigate The Relationship Between Role Discretion And The GCC Students' Repatriates Work Adjustment. Therefore, The Present Study Proposed The Following:

***P2: There Is A Positive Relationship Between Role Discretion And Work Adjustment Among Repatriates In GCC***

Role Novelty As The Degree Of Differences Between Current And Past Work Roles And When A New Position Differs From The Previous One, A Repatriate May Experience A Greater Feeling Of Uncertainty And Unpredictability. In Regard To Such Views, Kawai And Mohr (2015), Found Role Novelty As A Challenging Stressor And Can Affect Work Adjustment Negatively. Other Scholars For Example, Suutari And Välimaa (2002) Found It To Be Non- Significant On Work Adjustment. Shaffer Et Al. (1999) Role Novelties Were Predictors And Influenced Work Adjustment. Black (1988) Investigation Did Not Support The Relationship Between Role Novelty And Work Adjustment. Therefore, It Can Be Proposed As That:

***P3: There Is A Negative Relationship Between Role Novelty And Work Adjustment Among Repatriates In GCC***

Role Conflict Is The Dimensions Of Congruency-Incongruency Or Compatibility-Incompatibility In The Requirements Of The Role. Selmer (2009); Suutari And Vilmaa (2002) Asserted The Impacts Of Role Conflict Could Arise From The Lack Of Understanding, Contradictions Of Roles And Incompatibility Of New Roles Within New Work Environments. Black (1988) Black Et Al. (1991) And Morley And Flynn (2003) Did Not Find Significant Correlations Between Role Conflict And Work Adjustments. Chi And Chiou (2007) Found Role Conflict To Be Negatively Related To Work Adjustment. Based On Previous Findings And Assumptions, The Present Study Intends To Establish That There Is A Negative Relationship Between Role Conflict And The GCC Students' Repatriates Work Adjustment. Accordingly, It Could Be Proposed As:

***P4: There Is A Negative Relationship Between Role Conflict And Work Adjustment Among Repatriates In GCC***

No Prior Study Has Been Found To Test Role Clarity With Career Ambition. Nexus Between The Two Variables Could Be Drawn From Both Literatures That Described The Positivity Effects Of Those Variables. Role Clarity Is A Variable Central To Role Theory (Rizzo, House, Lirtzman, 1970). It Has Been A Central Focus To Adjustment As A Job Factor That Affects The In-Country Repatriation Success. Black And Gregersen (1991) Asserted That Role Clarity Is An Important Factor Contributing To Repatriation Process. In Most Recent Studies, Role Clarity Was Found To Positively Influence Individuals Adjusting To Work (Soininen & Mabro, 2018).

On The Other Hand, Career Ambition Was Shown To Positively Influence Individuals Achieving Goals (Ashby & Schoon, 2010). According To Spence And Buckner (2000), Career Ambition Is Having A Desire For Goal Attainment, And Task Completion. Career Ambition Has Been To Affectively Influence Individuals In Reaching Their Future Goals (Grijpstra, 2010). Dikkers, Engen & Vinkenbunrg (2010) Found Career Ambition To Be Positively Related To Career Outcomes. Therefore, The Present Study Intends To Investigate The Relationship Between Role Discretion And Career Ambition Among The GCC Students' Repatriates. Consequently, The Present Study Proposed The Following:

***P5: There Is A Positive Relationship Between Role Clarity And Career Ambition Among Repatriates In GCC***

Black Et Al. (1991) Asserted That Higher Role Discretions Reduce Work Adjustment Uncertainty Among Repatriates. Gregersen And Stroh (1997); Shaffer Et Al. (1999); Studies Had Supported Such Findings. Those Findings Demonstrated That High Level Of Discretion, Enhanced Autonomy And Free Choice At Workplaces, Which Both Are Related To Work Adjustment Among Repatriates. In A Recent Study, High Discretion Roles Practiced Assisted Effective Work Adjustment (Soininen & Mabro, 2018). However, Evidence Did Not Show Any Previous Investigations Between The Job Dimensions' Variable Role Discretion And Career Ambition

Academically. Career Ambition Provides Individuals With Enthusiasm To Achieve Future Goals And Plans With Self-Dedication As A Psychological Drive For Success At A Workplace (Judge, 1994; Judge & Mueller, 2012; Khaleel, Chelliah, Jamil & Khalid, 2018). The Present Study Intends To Investigate The Relationship Between Role Discretion And Career Ambition Among The GCC Students' Repatriates. Therefore, The Present Study Proposed The Following:

***P6: There Is A Positive Relationship Between Role Discretion And Career Ambition Among Repatriates In GCC***

Previous Research On Cross Cultural Work Adjustment Antecedents Have Shown That Role Novelty Did Not Have Any Significant Relationship With Repatriates' Work Adjustment. Black (1988) And Suutari And Valimaa (2002) Investigations Did Not Support The Relationship Between Role Novelty And Work Adjustment. Again, As No Previous Study Found To Examine The Relationship Between The Variables Of Role Novelty And Career Ambition Systematically, The Intention Of The Present Study Is To Explore If There Is A Relationship Between The Two Variables In Terms Of Repatriates' Adjustment To Work. Therefore, It Can Be Proposed As That:

***P7: There Is A Negative Relationship Between Role Novelty And Career Ambition Among Repatriates In GCC***

Previous Studies Of Gregersen And Stroh (1997) Did Not Find Correlations Between Role Conflict And Work Adjustment Of Repatriates. Additionally, Career Ambition Is A Major Drive Of Personal Growth And Development. Hence, It Requires Positive Thinking For An Individual Be Motivated To Become Ambitious Towards Achieving Goals, Thus, A Realistic And Clear Picture Of Anticipations Is Needed (EL Baroudi Et Al., 2017). Conversely, As A Work Stressor Role Conflict Has Been Found To Hinder Work Life Balance And Contributed To Work Turnover In Pakistan (Javed, Khan, Yasir, Ahmed And Aamer, 2014). Therefore, The Present Study Intends To Establish That There Is A Negative Relationship Between Role Conflict And Career Ambition. Accordingly, It Could Be Proposed As:

***P8: There Is A Negative Relationship Between Role Conflict And Career Ambition Among Repatriates In GCC***

Career Ambition In Workplace Has Been Studied By Few Scholars (EL Baroudi Et Al., 2017; Dražić Et Al., 2018; Ashby & Schoon, 2010) And Found It To Be Linked To Job Satisfactions By Employees And Organizations. As A Result, Job Satisfactions And Career Success Have Been Strongly Related To Work Adjustment (Judge, 1994; Aryee & Stone, 1996). Dražić Et Al. (2018) Posited That Career Ambition Allowed Individuals To Perceive Themselves As Having Great Strength And Capabilities For Achievements To Aim High In Their Career Futures And Be More Competent. When Individuals Are Ambitious Tend To Work Effectively Toward Achievements. Individuals Exhibit New Attitudes Of Confidence, Motives, More Self-Determination And Improvement Of Efficiencies (Rothwell Et Al., 2009; Dražić Et Al., 2018).

In Addition, Work Adjustment Literature (Dawis Lofquist & Weiss, 1968; Dawis And Lofquist, 1984; Black, 1988; Black Et Al., 1991) Maintained That Satisfaction, Satisfactoriness And Tenure Are Main Determinants Of Work Adjustment And Have Been Positively Related. Hence, Work Adjustment After Returning Home Highly Depends On The Success And Satisfactions As Well As The Sense Of Role Clarity And Discretion In The Workplace, Which Will Increase The Probabilities Of Successful Adjustments. Keeping In View The Importance Of Career Ambition To Facilitate Work Adjustments In The Process Of Students' Repatriation In The GCC Region, The Present Study Developed The Following Proposed Of The Relationships Between Their Career Ambition And Their Work Adjustments.

***P9: There Is A Positive Relationship Between Career Ambition And Work Adjustments Among Repatriates In GCC***

### **The Mediation Role Of Career Ambition**

The Job Roles Are Determinants Of Work Adjustments (Black, 1988; Black & Gregersen, 1991; Morley & Flynn 2003; Shaffer Et Al., 1999). Repatriates Are Predicted To Adjust To Work After They Return Home,

Considering The Effects That Those Roles Can Play During The Transitions. Previous Research Has Determined The Effect Of The Job Roles On Work Adjustment. The Dependent Variable, Work Adjustment, Can Be Influenced By Predictors Job Roles (Role Clarity And Role Discretion) And Stressor Roles (Role Novelty And Role Conflict) And Are Determinants Of Work Adjustment (Black Et Al., 1991). Moreover, Career Ambition Is Strongly Related To Organizational Tenure (Ng & Feldman, 2010).

Ambition Among Employees Is Generally Positive And Indirectly Beneficial For Individual Job Performance Evaluations (Hirschi & Spurk, 2021). Organizational Tenure As Explained By TAW Is Satisfaction By An (Employee) And Satisfactoriness By The (Organization). Both Role Clarity And Role Discretion Have Been Associated With The Ability Of Adjusting To Work As They Lead To Satisfactions. Further, Both Stressors Role Novelty And Role Conflict Have Impacts On Work Adjustment, Which Might Lead To Dissatisfactions And Turnover. Having A Positive Career Ambition, E.G., Challenge, Development, Communal Goals, Career Intention (Van Vianen, 1999); Promotion And Professional Future Motivates Individuals To Strive For Goals Even In Adversity And Failure.

Career Ambition Is Associated With Increasing Work Capability, Increases Satisfaction, Or Improve Manager Opinions Of The Employee's Quality Of Work (El Baroudi Et Al, 2017). Career Ambition Is The Internal Drive That Pushes An Employee To Work More, Continue Through Hindrances, Try Hard And Be Motivated To Reach Goals. Work Stressor (Role Novelty) Entails Confusion And Negative Aspects From Work Towards Satisfactions That Can Inhibit With Work Adjustment. Role Conflict Places Negative Influence Of Job Criteria On Tenure That Is Associated With Reduced Work Satisfaction And Ability To Keep Working.

Based On These Existing Relationships In The Literature, The Present Study Investigates The Mediating Effect On The Relationship Between Job Roles (Role Clarity, Role Discretion, Role Novelty And Role Conflict) And Work Adjustment By Career Ambition. Subsequently, The Aim Of This Study Is To Draw Whether There Is A Relationship Between The Variables Through The Effect Of Career Ambition As It Relates To Elevating An Individual's Internal Motivations In Reaching Goals And Whether It Helps Individuals Adjusting To Work. Consequently, As Job Dimensions In The Present Study Represented By Four Roles, It Can Proposed That:

*P10: Career Ambition Mediates The Relationship Between Role Clarity And Work Adjustment Among Repatriates In GCC*

*P11: Career Ambition Mediates The Relationship Between Role Discretion And Work Adjustment Among Repatriates In GCC*

*P12: Career Ambition Mediates The Relationship Between Role Novelty And Work Adjustment Among Repatriates In GCC*

*P13: Career Ambition Mediates The Relationship Between Role Conflict And Work Adjustment Among Repatriates In GCC*

## **Discussion**

The Current Study Aims To Develop A Conceptual Framework On The Repatriates' Work Adjustment In GCC. Based On The Theory Of Work Adjustment And Job Dimension Theory, The Current Research Developed A Comprehensive Framework. Further The Current Study Proposes To Test The Indirect Path For Job Dimension And Work Adjustment Using Career Ambition. The Contribution Of The Present Study To The Extant Literature Adds To The Knowledge Of The Frameworks By Examining Their Applicability On The Societies Of The GCC, Where Religion, Beliefs, Economy, Social Structure And Perceptions Factors Are Culturally Different From The Previously Examined Areas And Cultures. Previous Studies On The Literature Of Repatriation Have Placed Great Focus On Developed Economies And Less On The Underdeveloped (Tahir, 2011). Such Study On The GCC Indeed Help Expand The Extant Literature. Additionally, It Explains The Factors Used In This Study Which Might Influence Work Adjustment Through The Mediating Role Of Career Ambitions Of GCC Repatriate That Has Not Been Previously Tested As A Contribution To The Literature. Theoretically This Study Tests The Existing Literature Of Career Ambition And The Job Dimensions' Roles (Work Clarity, Work Discretion, Work Novelty And Work Conflict) Supported By Black Et Al. (1991).

Majority Of The Studies In The Organizational Settings Have Assessed The Impacts Of Repatriates' Adjustment On The Population, Which Is Expected To Repatriate To Their Home Countries Or Who Are Already



Working In Their Home Countries. No Specific Time Period Approach Was Followed. This Study Proposes The Population Which Has Returned To Their Home Countries In Last 5 Years. This May Help To Generalize The Latest Researches In The GCC Region.

Previous Studies On Repatriation In The Middle East Had Chosen Qualitative Approach To Explore Repatriate's Adjustment. Though, Little Attention Has Been Given To The Empirical Examination In Investigating The Repatriation Phenomena In Comparison With Research And Investigations Of Expatriation In General. Therefore, The Current Research Adds Knowledge To The Body Of Literature By Proposing Repatriates' Adjustments Through Quantitative Background. In Addition, The Current Research Adds To The Literature By Introducing A New Construct And To Further Explain More On Comprehension Of Relative Theories, And How They Relate To Important Constructs. By Adding A New Variable (Career Ambition) Helps To Develop And Explain The Phenomena Of Repatriation With More Logic By Identifying Factors And Key Relationships.

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