

CHALLENGES FACING KENYAN DIPLOMATS RETURNING FROM POSTING
ABROAD

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MAY, 2014

DECLARATION

Declaration by the Candidate

This thesis is my original work and to the best of my knowledge has not been presented to any other institution.

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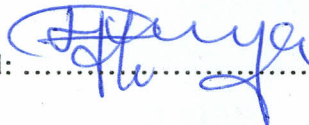
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DEFINITION OF OPERATIONAL TERMS

The following terms used in this study have the following meanings:

Training Needs	Refers to the discrepancy between current training and desired training as exhibited by returning diplomats
Competencies	Refers to the capabilities, skills, techniques, knowledge and attitudes that returning diplomats require for them to effectively discharge their management roles.
Diplomat	Refers to officers posted abroad to work in Kenyan embassies abroad and includes technical and administrative staff as defined in the Vienna Conventions on Diplomatic Relations.
Ministry	Refers to the Ministry of Foreign Affairs and International Trade of the Republic of Kenya.
Needs Assessment	Refers to a process of identifying performance requirements and the “gap” between the performance required and what presently exists.
On-the-Job-experience	Refers to learning as one performs particular job, largely by trials and error, experimentation and practice.
On-the-Job training	Refers to a school based training that requires a carefully controlled and supervised apprenticeship with actual responsibilities increasing with time.
Public administration Challenges	Refer to the difficulties experienced by the public administrator as he/she executes the task of the job.
Technical Skills	Refer to understanding and being able to perform effectively the specific processes, practices and techniques required for specific jobs.

ABSTRACT

The study focused on the challenges experienced by returning Kenyan diplomats. They return with new skills and international experience but face problems of adjusting to home cultures. It is important to develop and retain returning diplomats/diplomats who possess global knowledge and experience in international business. This study focused on diplomats who have returned to Kenya over the last 10 years since their last tour of duty and especially between 2008-2013. It covers all categories of diplomats, diplomatic staffs and their families. A descriptive research design will be adopted for this study. The content analysis will be used to analyse the respondents' views on the strategic planning practices that the ministry has adopted. The data will then be coded to enable the responses to be grouped into categories. Descriptive statistics will be used mainly to summarize the data. This will include percentages and frequencies. A Likert scale and the use of Statistical Package for Social Sciences (SPSS version 12.0) will be employed. Tables, Pie charts and other graphs will be used as appropriate to present the data collected for ease of understanding and analysis. Measures of central tendency will be applied (mean, median, mode and percentages) for quantitative variables. The study found out that it is not only the work environment that changes but also the society and the diplomats during the international assignment. Cultural identity changes and demographic factors in particular have a direct effect on the returning diplomats' experience. Returning diplomats and their families have to deal with all the problems connected with housing, work for the spouse and schooling for the children upon return home; cultural changes come slowly and therefore returning diplomats are not always aware of the changes that have taken place over time; there are some financial difficulties that the diplomats encounter; returning diplomats lose the morale to perform because of deprived authority, status and control offered by their international assignment. The study also established that lack of returning diplomats' adjustment programmes including that for family members are the leading causes of failure of the foreign policy. Therefore successful implementation of the Kenyan foreign policy framework calls for adequate funding and strengthening of the Ministry. These should be reviewed with a view to human resource policies that create good international relations with other countries but also motivates its diplomats so as to enhance their performance. The study recommends open communication with diplomats and their families to be deployed in relevant departments in the ministry. The socio- resettlement should also be addressed to enhance their effectiveness and performance. Economic challenges pertaining to their resettlement should also be addressed to enhance their effectiveness and performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Even though global social and political systems are ever changing, the importance and significance of diplomacy as the primary tool of the international relations process remains. Returning diplomats do remain highly significant actors in conduct of international affairs. Modern day diplomats face a myriad of challenges in the course of their operations (Hocking, 2006). Globally, the major functions of diplomacy have been changing and so is the whole process of diplomacy and diplomats themselves (Arthur, 2005).

Kenyan diplomats or officers from the Ministry of Foreign Affairs and other Government Departments with functions abroad, such as Immigration, Trade, Agriculture, Education and Tourism, have the opportunity to be posted to serve in Kenyan Missions Abroad for a period of four or five years otherwise known as tour of duty. The staff range from Ambassador/Head of Mission to Third Secretary, in the case of diplomatic staff as defined in the Vienna Conventions on Diplomatic Relations, 1961. There are also other categories of service staff which include Secretaries, Administrative Attaches, and other low level service cadres such as drivers and cooks. The latter have since been phased out and are recruited locally, i.e. within the country of accreditation (Cox, 2004).

Kai (2009) contends that the Vienna Convention on Diplomatic Relations and Vienna Convention on the Consular Relations spell out the privileges and immunities that diplomats enjoy while on posting abroad. These Conventions have been domesticated in Kenya under the Privileges and Immunities Act (Cap 169) of the Laws of Kenya. Living abroad comes with

opportunities and challenges, the latter of which includes cross-cultural shock, loss of cultural or national identity including languages, finances, and idleness by spouses who might otherwise have been working in their home countries or some of whom may be professionals in their own right. They are also invariably exposed to new lifestyles. They are uprooted from the comfort of the society, friends and families and exposed to new lifestyles which can be described as artificial and are not sustainable back home (Allen, Shore & Griffeth, 2003).

During the European Union Foreign Affairs Spouses' Associations (EUFASA) Conference in 2010, it was observed that when moving back to the home country, children generally face a cocktail of problems, different from those they experience while on foreign posting. Their parents' home country may not be their home country at all (if they have never or hardly ever lived there). "While Parents come home; usually their kids are leaving home" (Pollock & Van Reken, 1999). Therefore their situation and perception can be totally different from their parents'. They may have wrong perceptions of what they have known as "home". Language problems also arise as they may have difficulties with their so called "mother tongue" Their peers alienate them because of their changed lifestyle (Shore & Griffeth, 2009).

Apart from the above challenges, these families also experience culture shock which according to EUFASA, refers to the anxiety and feelings of surprise, disorientation, uncertainty and confusion, etc. felt when people have to operate within a different and unknown cultural or social environment, as is expected in a foreign country. It grows out of the difficulties in assimilating the "new culture" and in knowing what is appropriate and what is not. This is often combined with a dislike for or even disgust (moral or aesthetic) with certain aspects of the new or different culture (Roberts, 2009 and Oberg, 2011).

In a nutshell, coming back home for these families means losing their social networks losing their culture, the prestigious roles they had in their country of posting, lower family incomes and difficulty in finding a job for those who interrupted their professional careers. The expansion of Kenyan diplomacy to new areas and opening of new missions in places such as Middle East, Australia, Brazil and South East Asia has expanded the scope and magnitude of the problem. More and more families are exposed to these situations.

It should be pointed out however that despite all these challenges, there are vast opportunities for these families created by foreign posting but this is outside the scope of this study as we seek to focus only on challenges. Much of the studies done on diplomacy focuses on the process of diplomacy itself including training, promotion c.t.c (Mwagiru). There are scarce studies done on this area (Gramling, 1990).

Despite these glaring challenges to the best of the researcher's knowledge, no studies have been conducted by scholars in kenya.

1.2 Statement of the Problem

Bringing up good families is a challenge across all cultures and countries especially in modern times. Families who are uprooted from their natural environment and heritage into a different culture and environment, therefore face a double challenge whose ramifications can be monumental. They become strangers in their own country upon their return. Discussions with senior officials in the Ministry disclosed that, while some families adjust fairly well, others are completely destabilised and are unable to fit back in the society. They revealed that a number of couples ended up separating and in most cases the non-working spouses remains abroad. There have been cases where the male official returns home with young children having left the mother

behind. Considering the rapid expansion of the Kenyan diplomatic service, it is imperative to seek a deeper understanding of these challenges that returning diplomats and their families face. However as the Chinese saying goes, in every challenge lies an opportunity. The third culture kids, if well natured, have the ability and potential to be international icons in business and diplomacy (Ndeche, 2009).

To the best of the researcher's knowledge, the challenges faced by the families of returning diplomats have not received much attention in Kenya whether among social scientists, researchers or bureaucrats in the Foreign Ministry. It is time the government reviewed its existing policies to address this important subject. The challenge of returning diplomats poses both a policy problem and a research problem. As a policy problem it constitutes a dilemma both for the diplomats and for the government. The officer is faced with a dilemma of pursuing one of the privileged careers as a diplomat, with the inherent dangers of disorienting the children and the family's stability (Kobonyo, 2007). Despite the relevance and importance of ascertaining the encumbrance diplomats encounter upon returning home from postings abroad, no study has been done in Kenya to investigate this subject and come-up with relevant policies with a view to improving the effectiveness of diplomacy as part of Kenya's public administration.

It is against this backdrop that this study was conceived. The study sought to fill the knowledge gap by investigating the challenges facing Kenyan diplomats returning from posting abroad. The study focused on diplomats who had served abroad and returned to Nairobi between 2008-2013.

1.3 Research Questions

The study was guided by the following research questions:

- i) What are the socio-economic challenges facing Kenyan diplomats returning from posting abroad?
- ii) What are the current government policies with regard to diplomats posted abroad?
- iii) How does posting abroad influence and affect the social life of diplomats?

1.4 Objectives of the Study

The study sought to achieve the following objectives:

- i) To establish government policy on diplomats posted abroad
- ii) To examine how postings abroad influences and affects the social life of diplomats;
- iii) To examine the socio-economic challenges facing Kenyan diplomats returning from posting abroad.

1.5 Research Assumptions

- i) Government policy on diplomatic posting caters for affected personnel only during tour of duty.
- ii) Postings abroad place diplomatic staff on a higher social and economic standing which becomes unsustainable on their return.
- iii) Diplomats experience serious financial, economic and cultural challenges upon their return from posting abroad.

1.6 Significance and Justification of the Study

The study is very important as it identifies the challenges facing Kenyan diplomats returning from posting abroad. This is crucial as it will enable the government to re-examine and formulate policies governing the administration of diplomats. It could also help to find solutions to the problems identified in the study.

The findings of the study could also provide sufficient information on human resource aspects of Kenyan diplomacy to match them in line with the Mission statement “achieving service excellence” whenever they come into contact with the employee. This information may be useful to all public service sectors as they may be able to understand better the need to use employment policies in order to achieve employability excellence. This research will also be of benefit to other academicians in addressing similar problems in future.

There is very little existing research on this topic. Makumi Mwangi,(2008) is the only scholar who has researched on Kenyan diplomats. However, all his works focus on Kenya’s diplomatic policy and not on the subject of this study. Accordingly, there still remains a vast disconnect between policy and the reality on the ground regarding challenges facing returning diplomats and their families. Key government policy documents such as Kenyan Foreign Policy drafted by the Ministry of Foreign Affairs (2009) for instance focuses on Kenya’s foreign policy objectives and strategies to achieve them without any specific attention to the human resource aspects which form the ambit of this study.

This study is significant because it will contribute to the knowledge on the subject in the context of Kenya’s new foreign policy orientation which focuses on economic diplomacy and expansion of Kenyan missions abroad .Since 2008 Kenya has opened several new missions abroad including Thailand and Republic of Korea in Asia ,Qatar and Kuwait in the Middle East, Brazil in Latin America, Spain and Turkey in Europe, to mention just a few. The new foreign policy also attaches special significance to the relations with the East in contrast to previous policy which focused on relations with the West.

This expansion of Kenya's diplomatic representation exposes the diplomats and their families to new opportunities and challenges and therefore compounds the problem.

1.7 Scope of the Study

This study intends to cover those diplomats that have returned to Kenya over the last ten (10) years, and covers all categories of diplomats and their staffs as well as their families as they face the same challenges. The sampling frame or list of all returning diplomats will be obtained from the Ministry of Foreign Affairs in Kenya. The study will include former Kenyan diplomats within the diplomatic missions in the country such as United Nations Environment Programme (UNEP)

1.8 Limitations of the Study

The validity and reliability of the information in the study, was obtained from the Ministry of Foreign Affairs staff who have been recalled, and depends on how honest they were in their responses. The researcher was able to surmount this problem by assuring the respondents that their responses would be treated with confidence and that the outcome of the study would help the ministry to formulate appropriate policies that would address the challenges. The ministry officials assured the researcher of maximum cooperation in this regard.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the reviewed literature on returning diplomats. The chapter explores some sections of reviewed literature that have dealt with the subject matter of the study. The chapter helps to show what other researchers have found with regard to challenges experienced by returning diplomats, their findings, and their methodologies. These studies have helped the researcher to identify the knowledge gap and to justify the need to carry out research.

2.2 Policies for Returning Diplomats and Practices of Nations

Many governments send their civil servants on overseas assignments to implement their global strategies and to control and co-ordinate their subsidiaries. Sussman (2002), tried to summarize and compare support policies accorded to different returning diplomats of different countries and draw conclusions and suggestions for effective returning diplomat's policy of global countries such as European Union Member States, Switzerland, Russia and Philippines in regard to returning diplomat's policies and practices. The study findings indicated that many nations do not have effective policies for returning diplomats which posed great challenge both socially and economically to the affected staff.

Research findings have highlighted several possible manifestations of poor socio-economic and cultural adjustment of returning diplomat, such as inadequate performance, inappropriate behaviors, and the negative influences of the returning diplomats' family (Black et al. 1991 and Shaffer, et al., (1999). Black, et al., (1991) and Mendenhall, & Oddou, (1985) stated the three facets of returning diplomats adjustment such as work adjustment, general adjustment, and

interaction. According to Galinsky & Maddux (2009) work adjustment refers to the returning diplomats's psychological comfort with the tasks of the foreign assignment. General adjustment referred to the comfort with the general living conditions and culture of the foreign country. Interaction adjustment referred to the ability to communicate with the host-country nationals (Galinsky & Maddux, 2009).

Black (2009) developed a measure of returning diplomats adjustment. First, in Latin America, studies shows that individual factors, such as previous host-culture knowledge and host-language ability are important, since they relate to returning diplomats's antecedent of adjustment (Nicholson & Imaizumi, (1993). The second, Mendenhall and Oddou (1985) proposed that an returning diplomats's successful acculturation is the "others-oriented" dimension. This dimension encompassed activities and attributes that enhanced the returning diplomats's ability to interact effectively with host-nationals. It consisted of two factors: (1) relationship development and (2) willingness to communicate. The third factor was socio-cultural factors. Socio-cultural adjustment indicated how well returning diplomats fit into the host culture (Ward & Kennedy, 1992).

2.3 Review of Empirical Studies

Many empirical studies have been done on various aspects influencing diplomacy. Mwangi (2008) analyses a framework for the diplomacy of the diaspora. He argues that diasporas form an important base from which important aspects of the foreign policies of states can be centred. However, this rich resource for the implementation of foreign policy has not received the attention it deserves in the formulation and implementation of the foreign policy of many states. The paper focuses its analysis on a case study of Kenya, and suggests ways in which diasporas

can be better harnessed in its foreign policy. It notes that over the last half decade or so, Kenya's foreign policy has recognized the important role that the Kenyan diaspora can play in its implementation. The paper notes however that there has been an important missing link in relating diaspora relations to foreign policy and diplomacy. This missing link is identified as the failure to engage the diaspora of other states in the service of Kenya's foreign policy. The paper suggests ways in which foreign diaspora can be harnessed; it suggests that this harnessing is part of a negotiation process, and argues that the best approach to those negotiations is through an integrative framework, which can yield better results than the current process of distributive bargaining.

This study only focused on the bargaining for the future strategy of strengthening bilateral diplomacy between states but fails to examine the dilemma of pursuing one of the privileged careers as a diplomat, with the inherent dangers of disorienting the returning diplomats, their children and the family's stability at large.

2.3.1 Policies

Mendenhall and Oddou (1985) pointed out those returning diplomats' interaction adjustment is related to policy failure. The focus on factors such as policy, socio-cultural adjustment and organizational support for cross-culture training (Shaffer & Harrison (1998); Harvey et al (1999). The third factor also included general adjustment to culture novelty and the degree of family problems. Black (1991) proposed two non-work factors: culture novelty and the returning diplomat's spouse and family. Both culture novelty and spouse/family adjustment was found to be significant to returning diplomats adjustment (Mendenhall & Oddou (1985) and Harvey (1985). However, family adjustment also affects individual factors. Research shows that a lack of

returning diplomats adjustment and family adjustment are the leading causes of failure (Nikolaeva, 2010). These studies focused on the problems of returning diplomats adjustment and understanding their causes and explained how and why returning diplomats have difficulty adjusting to overseas assignments (Black, et al., 1991).

In order to advance the research of returning diplomats adjustment, the studies have examined several antecedents of returning diplomats adjustment such as host language factors (Dolainski(1997), previous foreign experience and work experience (Caligiuri, &Lazarova (2002), and pre-departure cross-cultural training (Ashamalla (1998) and Caligiuri, & Lazarova (2002); In-country returning diplomats adjustment included individual adjustment (e.g. relationship development, willingness to communicate), socio-cultural adjustment (e.g. social support, , culture novelty, family situations adjustment (Mendenhall, & Selmer (1998).

2.3.2 Returning Diplomats Experiences and Expectations

This line of research focuses primarily on the situation of the employee during and after the process of returning to the home country. The first research to take a broader grasp of the subject of returning diplomats adjustment was the model developed by Black et al. (1992). Their model contains three facets of returning diplomats adjustment and four categories of antecedent variables. The facets are: work; interaction with nationals; and, general adjustment. The antecedent variables are grouped into individual, job, organizational and non-work variables. The model also distinguishes between anticipatory adjustment and in-country adjustment stages (Richardson & McKenna, 2006).

Black et al.'s (1992) model takes returning diplomats research from a piecemeal and anecdotal state to a more complete view of the process. In addition to the focus on the individual

readjustment, this study takes a states perspective of the returning diplomats process, and suggests that by applying a realistic approach to the situation of the individual, the states will have a better chance to increase the retention rate of this important group of employees. Applying a realistic focus on the situation for the individual requires that the total returning diplomats experience is emphasized and well-conceived. The study argues that what actually increases the likelihood of the individual staying in the organization is not the adjustment as such, but rather the experience the individual has of the returning diplomat's process. This has been suggested indirectly in the research performed by Lazarova and Caligiuri (2001). They conclude that when the returning diplomat feels that he/she receives the proper support from the organization during the returning diplomat's process, the relational contract between the returning diplomat and the employer will be strengthened and the desire to stay in the organization will increase. We argue here that returning diplomat's adjustment becomes relevant and functional when returning diplomat experience is largely positive. A returning diplomat will not be interested to adjust and stay with the parent organization if experience with the returning diplomat's process is negative (Palmer, 2009).

The difficult process of adaptation is influenced by different factors including the returning diplomats' expectations and the state's perception about the international assignment. Hurn (1999) lists the most common expectations of the returning diplomats which include: positive changes since they left, comfortable settlement of the family, including suitable accommodation, clean environment and a better home. They also have expectations on courtesy of people back home, prospect of being better off financially, suitable work environment, appreciation of their

value, skills and experiences by the employer, among others (Brabant, 2007) and (Shaffer & Joplin, 2001).

These expectations are developed long before they come back home, during their international assignments and sometimes even before leaving for the assignment (Stroh et al., 1998). If these expectations are met, the employee's effectiveness and job commitment increases. The turnover rate decreases and the states save on the cost of losing a key employee which is estimated at \$ 1.2 million (Allen et al., 2003). Therefore, it is to the governments' benefit to get acquainted with these expectations before the returning diplomats return home (Stroh et al., 1998). This can start during the returning diplomats' preparation and training. This is the time when the states have to set their expectations connected with successful completion of the international assignment and also inform the employees about the degree of importance of the assignment (Dickmann et al. (2008). Thus, some expectations are formed and psychological contract signed. The psychological contract is defined as "an employee's beliefs about the obligations that exist between himself or herself and his or her organization" (Lazarova & Caliguiri, 2001). So during the returning diplomat's process, if the employees feel that the efforts they have put into completing the international assignment are acknowledged, their commitment to the job will stay the same or even increase and vice versa (Stroh et al., 1998) and (Swagler & Jome, 2005).

2.3.3 Socio-Economic Changes

It is not only the work environment that changes during the international assignment but also the society and the returning diplomats themselves (Lee & Liu, 2006). The returning diplomats and their families have to deal with all the problems connected with housing, work for the spouse and schooling for the children (Dickmann et al., 2008). Sometimes governments help when dealing

with these problems in contrast to the period during tour of duty. There is a possibility of the states renting out the returning diplomats' houses during their stay abroad. Another option is that the states buys the house and resell it back to the employees when they return at a low interest rate. Another point worth mentioning is that family and friends have changed during the returning diplomats' stay abroad and thus a feeling of alienation is created (Stroh (1998).

Thanks to modern ICT such as Skype, Messenger, Facebook, Twitter and other communication tools the employees and their family and friends can keep in touch, share common moments, including sharing pictures. Upon their return, instead of suffering from out-of-sight, out-of-mind syndrome, they would be much more informed about what their friends and family have been up to (Bennet et al., 2000; Adler, 2007).

2.3.4 Cultural Identity Changes and Demographic Factors

Though factors constitute the basics for understanding a person's expectations about the returning diplomat's process, cultural identity changes and demographic factors have a direct effect on the returning diplomat's experience. Cultural changes come slowly and therefore returning diplomats are not always aware of the changes that have taken place over time. Returning diplomats may not realize how they have changed personally, or these changes may not have been evident during tour of duty but become more apparent upon returning home (MacDonald & Arthur (2005). The effect of cultural identity has been investigated and discussed by several scholars from various aspects. Sussman (2002) applied the concept to the returning diplomat's process and found that different changes in cultural identity act as predictors to different types of outcomes in the returning diplomat's process of resettlement. Sussman's model

assumes that there are four main types of cultural identities after adapting to new culture-affirmative, subtractive, additive and global identities (MacDonald, 2009).

Each identity type predicts a certain returning diplomat's outcome. An affirmative cultural identity means a strengthening of the positive feelings for the home country. Adaptation to the host culture is thus low, coming home again is something positive, and returning diplomat's distress is expected to be low. Both subtractive and additive identifiers integrate to a greater extent into the host culture and are expected to contribute to the returning diplomat's distress. People with an additive cultural identity still identify strongly with the home culture, but have also "added" and behaviors especially from the host culture. Finally, global identifiers are typically individuals with experiences from several returning diplomats' assignments who feel as part and parcel of a "global society". For global identifiers, facing a new culture is nothing dramatic, and the return to the home country is similarly less stressful.

Cox (2004) uses different terms to describe cultural identity outcomes after cultural adaptation: home favored, host favored, integrated and disintegrated. The findings from his study suggest that home favored and integrated cultural identities are predictive of better mental health and functional fitness upon return to the home country. These results at least partly support the findings of Sussman (2002). Home favored identification can be compared with affirmative identification, which in both studies is shown to have a positive influence on the returning diplomat's experience. However, integrated identification had a positive effect in Cox's study, while Sussman's corresponding additive identification had a negative effect. The above two studies were conducted on American returning diplomats, belonging to a culture that fulfills the criteria set by Sussman (2002) for the cultural identity model.

Factors such as demographic variables have been found to play a significant role in predicting returning diplomat's distress. The importance of gender has been debated and tested in several studies. Brabant et al. (1990) and Rohrlich and Martin (1991) found that female gender correlated to increased returning diplomats distress, while Cox (2004) found no such correlation. Also the importance of the age of the returning diplomat has been discussed. Suutari and Välimaa (2002) did not find support for their proposition that age would correlate to returning diplomats adjustment. However, other studies have shown that younger age is associated with more returning diplomats distress (Cox, 2004). The length of the assignment correlated negatively to returning diplomats adjustment in the study performed by Suutari and Välimaa (2002), confirming the results of Moore et al. (1987). Moore et al. (1987) also studied the influence of marital status and education level on returning diplomats adjustment among North American missionaries, indicating that these would be relevant factors when looking at returning diplomats experiences.

The present study largely vindicates these variables.

2.3.5 Work-Related Changes

Stroh (1998) posts that many things change during the assignees stay abroad and that does not exclude the environment of their work. There is a possibility that some of the colleagues and public administrators get fired, retired or moved to other department; these officers could have been responsible for fulfilling all the promises that were guaranteed when the returning diplomat accepted the international assignment. Thus the chance of fulfilling the public administrator's part of the psychological contract is decreased. The best way to deal with these changes is the constant communication between the returning diplomats and the home country. Due to the age

of technology there are no visible problems in keeping in touch with the governments. Through the governments' intransigent or by the use of phone, e-mail, instant messaging programs the governments are able to get informed about the returning diplomat's performance during the international assignment the returning diplomats are made aware of the changes and developments in the headquarters (Allen and Alvarez, 1998).

Returning diplomats feel bored by their job. They have lost the authority, status, control offered by their international assignment (Adler, 2007). Allen and Alvarez (1998) suggest that in order to retain and motivate employees, a temporary holding job can be created until a suitable position equivalent to their qualification has opened. However, this should be done carefully. A holding position should have a "strict time frame" since the position can become "indefinite and lead to the subsequent departure of the employee. In order to maintain the employee's integrity the job should "involve a real, substantial value-added contribution to the states that will, in and of itself, offer an opportunity for the employee to maintain visibility and credibility within the organization (Allen and Alvarez, 1998).

2.4 Critical Review

Diplomats return with a broader appreciation of the world, global events, and people acquire different cultures-and a better perspective of their own cultures. Few are able to articulate these changes or to share their emotions with others. Returning diplomats will have experienced more autonomy and independence in their foreign assignments than in previous jobs at home, thus often feeling a greater sense of accomplishment abroad. Once home, they lose these psychological benefits and must fit back into a routine (Cox, 2004).

Critically, returning diplomats often feel more important and valued in foreign assignments than at home, and overseas posts often carry greater prestige among local employees. The return home can be disappointing. Many return home with a global perspective of their states' business and consequently, a far better appreciation of their firm's strategies, strengths, weaknesses, and opportunities. They are better equipped as public administrators than when they departed; home assignments may not leverage these attributes. They return with diversified interests, an enriched sense of communication, and empathy for cultural differences; their values also may have changed, for better or for worse, but they certainly have a different vision of themselves and their governments than before they took the assignment, (Allen (2003).

Studies have shown that returning diplomats experiences enrich their appreciation of their home-society advantages; phenomena that they took for granted several years earlier often become very important on their return home. For these reasons, the "old job" may not do; even a new position that lacks the scope of responsibility experienced overseas may seem shallow. They face a serious adjustment process to their own society. And they often must constrain themselves from imposing their newly formed opinions and visions on others who may be resentful or confused by the returning diplomat's perspectives. This is a personal struggle, often involving deeply rooted values (and new value perspectives), and some returning diplomats cannot reconcile the difficulties of returning home (Sussman, 2006).

Adjustment was the most important thing for returning diplomats after living in another culture or country for some period of time. Berry (1992) proposed a definition of adjustment as a state of change occurring in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioral inclinations. Aycan (1997)

change occurring in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioral inclinations. Aycaan (1997) conceptualized adjustment as the degree of adjustment by the returning diplomats to the new work and living environment Aycaan (1997). This adjustment was marked by reduced conflict and stress and increased effectiveness. Selmer et al. (2000) argued that returning diplomats adjustment referred to "the returning diplomat's ability to negotiate interactive aspects of the host culture measured by the degree of difficulty experienced in managing day-to-day situations in the host culture, Black et al. (1991) proposed that adjustment was the individual's ability to get along with and effectively interact with host nationals, new culture, and new environment (Caligiuri & Lazarova, 2002).

Ward & Kennedy (1992) presented two types of international adjustment: socio-cultural adjustment and psychological adjustment. Socio-cultural adjustment in three areas was important for returning diplomats success: work adjustment, interaction adjustment, and non-work adjustment (Black et al., 1991; Mendenhall & Oddou, 1985). Psychological adjustment, called sense of well-being, is feeling reasonably happy all things considered, being able to enjoy one's day-to-day activities, being able to face up to one's problems (Hofstede, 1980) and (Ward & Kennedy, 1992).

In other words, adjustment provided the psychological comfort and familiarity that an individual feels for the new culture. Interaction adjustment was defined as feeling that one could interact effectively with host country nationals outside of work. Non-work adjustment was defined as feeling comfortable with local food, health care facilities, entertainment and recreation opportunities, shopping, and housing conditions and living conditions in general. Black et al.

(1991) focused on socio-cultural adjustment and suggested that pre-departure training, previous international experience, culture novelty, and family and spouse adjustment all play a role. In terms, adjustment was the individual's ability to get along with and effectively interact with host nationals (Huang et al., 2006).

Black, et al. (1991) and Mendenhall & Oddou (1985) researched on international adjustment focusing on variables that influence the degree to which adjustment was achieved in the adjustment. Black (1988) proposed that the degree of adjustment could be viewed as both a subject and object concept. Subjectively, adjustment was measured in terms of the degree of comfort the incumbent felt in the new role, and the degree to which he or she feels adjusted to the role requirements. Objectively, it was the degree to which the person had mastered the role requirements and was able to demonstrate that adjustment via his or her performance. When returning diplomats were sent on a foreign assignment, the degree of adjustment had been measured through self - reports of adjustment to the new country, culture, and environment (Hutchings, 2002).

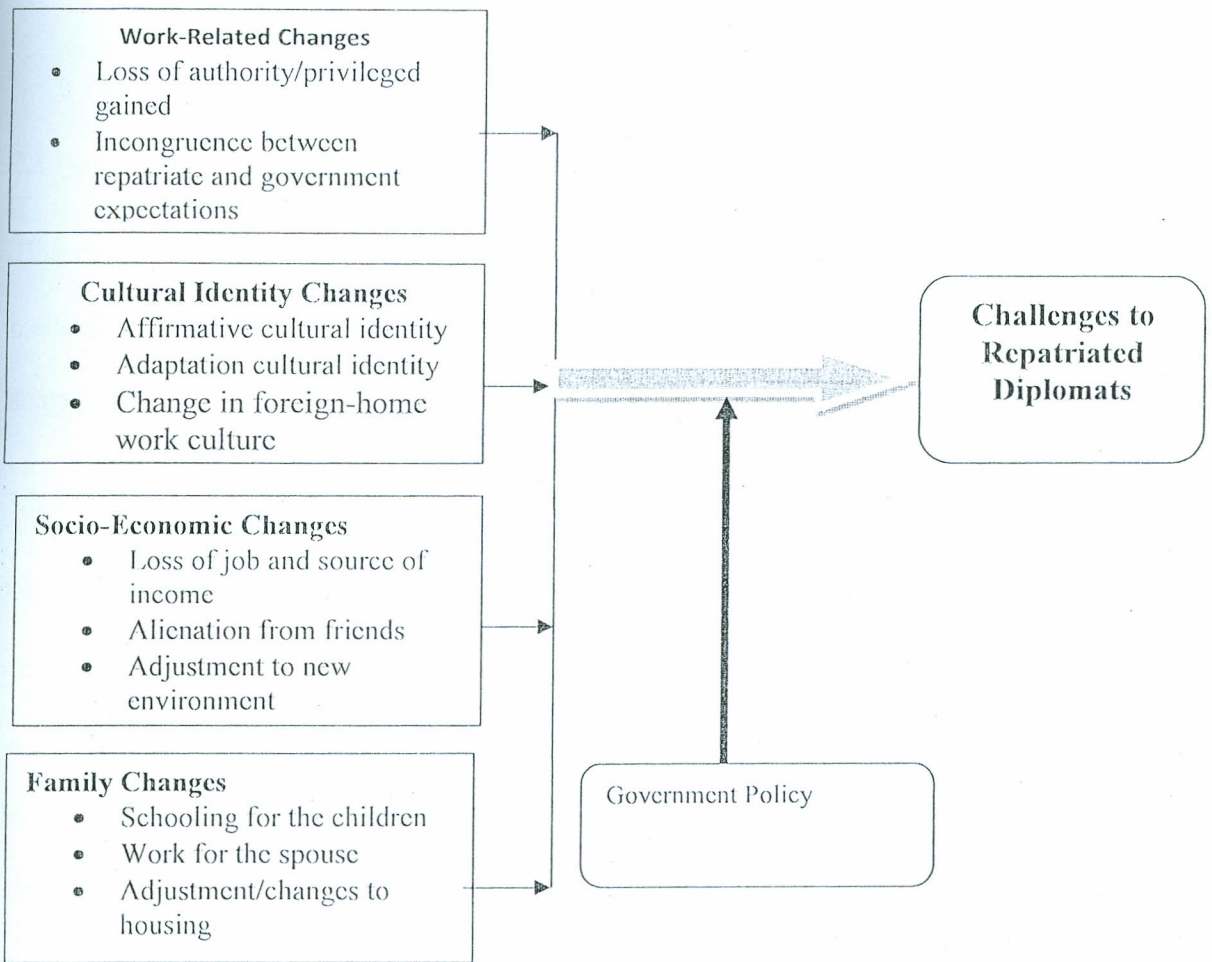
2.5 Research Gap

Evidence from the reviewed literature has demonstrated that returning home is often more traumatic than going overseas. Returning diplomats will have changed in many ways, and few returning diplomats programs have been effective to help employees re-enter their own societies. Most employees return to jobs that may no longer be suitable, to they are "put on hold" until the states can determine what to do with them. Suutari and Välimaa (2002) in their study on antecedents of returning diplomats in Finland indicated that many returning diplomats are seriously disillusioned by the work situation, and they and their families find themselves on the fringe of their own societies.

Most of the literature reviewed in this study focused on work done in the parts of the world but not in Kenya. Yet Kenyan diplomats experience unique conditions upon their return, hence the justification and significance of this study.

2.6 Conceptual Framework

A conceptual framework is very important in any research study being undertaken. The conceptual framework shows the relationship between the dependent variables and the independent variable. The main variable for this study will be challenges to diplomats returning home as the dependent variable, which is being influenced by work related changes, cultural identity changes, socio-economic changes and family changes.



Independent Variables

Intervening Variables

Dependent Variable

Figure 2.1: Conceptual Framework

Source: Author (2013)

2.7 Research Gap

Returning home is often more traumatic than going overseas. Returning diplomats will have changed in many ways, and few returning diplomats programs have been effective to help employees re-enter their own societies. Most employees return to jobs that may no longer be suitable, to they are "put on hold" until the states can determine what to do with them. Suutari and Välimaa (2002) in their study on antecedents of returning diplomats in Finland indicated that many returning diplomats are seriously disillusioned by the work situation, and they and their families find themselves on the fringe of their own societies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design, the targeted population, study sample and sampling method, sampling frame, data type, data collection methods and the proposed methods of data analysis.

3.2 Research Design

Descriptive research design was adopted for this study. It describes data and characteristics about the population or phenomena being studied by answering the questions who, what, where, when and how of a phenomenon (Mugenda and Mugenda, 2003). Descriptive research design is advantageous as it gives quantitative and qualitative aspects of the study's phenomena. Descriptive design helped the study bring out the current status and characteristics of the subject in the study.

3.3 Site of the Study

Key to the study was the Ministry of Foreign Affairs and other ministries and departments, where returning diplomats have been deployed within Nairobi County. Thus the generalizations were made around such a group within Nairobi County. Also targeted were the residential areas where a number of diplomats have bought government and/or built subsidized residential houses. Also due to the economic prowess of the former diplomats, it turned out that they mostly inhabit the outskirts of Nairobi which have all the infrastructure and major amenities of a city well away from the hustle and bustle of traffic and noise.

Nairobi County is also key to the study since it is the center where key offices such as the Ministry of Foreign Affairs (MFA) are based, and above all the diplomats reside mostly in the county of Nairobi.

Nairobi is a cosmopolitan city with a population of approximately 4 million people. It is a dynamic city with rapid changes over very short time spans. Within a period of five years, one who has been away from the city would hardly recognize it. The city is expanding rapidly in all directions with new buildings, residential and commercial, springing up every day.

Social life in Nairobi is equally dynamic. New places of entertainment come up every now and then. A person returning to Nairobi after five years would find the neighborhoods changed with a possibility that the friends or neighbors have moved out to new estates or built their own homes in the outskirts of the city.

Nairobi is the biggest metropolis in East and Central Africa, and contributes more than 60% of Kenya's GDP. It is renowned for traffic jams and from time to time, there are incidences of insecurity which however is no hindrance to social life for those live in or visit the city

3.4 Target Population

The target population was diplomats that have returned back to Kenya or retired over the last 10 years. Their spouses and children, 18 years old and above were also interviewed. The diplomats were either in the foreign ministry or in the relevant departments such as Immigration, Education or Trade. The latter is now part and parcel of the foreign ministry according to the MFA human resource policy, there has been 119 diplomats that have been recalled back home since 2002.

3.5 Sampling Techniques and Sampling Size

Retired diplomats within Nairobi-Kenya and those who have returned from posting outside Kenya in the past 10 years were provided a sample frame for the study, from which generalizations on the population were made. Data was collected from the key officers including those recently retired and their families.

The snowball sampling method was used to select an unbiased sample of 89 from the target population. Two broad categories of diplomats were reached, including: the retired and the recalled diplomats. This was in order to obtain the diverse perspectives owing to the nature of the end of their respective tenures as diplomats. The method is easy to use and time saving hence the sample result was generalized to the entire population.

Table 3.1 Sample population reached

Diplomat category	Frequency	Percentage
Retired	26	29.2
Recalled	63	70.8
Total	89	100.0

3.6 Data Collection Methods

Primary data was one of the main sources of data used in the study. Primary data was collected by means of asking questions to respondents. A question guideline assisted in primary data collection. The researcher allowed the respondent to either fill the questionnaire on his/her own, or ask the respondent the question and fill their responses on their behalf. Interviews and discussions were also used in getting the required information. Secondary data found in the MFA's library was also used. The data obtained from the ministry library was basically on

information pertaining to foreign policy and human resource manuals, and Foreign Service manual. The researcher also visited university libraries including Kenyatta University Main campus library, City campus library, the University of Nairobi library and the faculty of law library at Parklands. These provided an invaluable complement to the primary data obtained.

The study relied mostly on primary and secondary data sources. Primary data was collected using semi-structured questionnaires with both close-ended and open-ended questions. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. However, such standardized answers might frustrate users and they might be limited by the fact that respondents must be able to read the questions and respond to them. The questionnaire was administered through drop and pick-later method to the sampled population. Secondary data was collected from the Ministry documents on its human resource policy for its foreign missions. These included: work environment surveys and employee manuals, work contracts among others. Face to face discussions were also held with senior officials of the ministry especially on matters of policy on posting and deployment.

3.7 Data Analysis

The raw data collected was first cleaned for consistency, organized thematically and then coded before it could be subjected to any useful analysis. Afterwards, a critical examining of what has been collected was done and deductions or inferences made from it. This involved extracting important variables, detecting any anomalies and testing any underlying assumptions. A

structured method was used where factual information was collected and the researcher knows in advance the type of information the participants was able to provide.

Before processing the responses, the completed questionnaires were edited for completeness and consistency. A content analysis and descriptive analysis was employed. The content analysis was used to analyze the qualitative data, that is, respondents' views on the strategic planning practices that the Ministry has adopted. The data was then coded to enable the responses to be grouped into categories. Descriptive statistics were used mainly to summarize the data. This included percentages and frequencies. A Likert scale and the use of Statistical Package for Social Sciences (SPSS version 12.0) were employed. The quantitative data are presented in tables, pie charts and other graphs as appropriate to present the data collected while the qualitative data is presented in a narrative manner for ease of understanding and analysis. Measures of central tendency was applied (mean, median, mode and percentages) for quantitative variables.

The study used inferential statistics of multiple linear regressions to measure the challenges facing Kenyan Diplomats returning from posting abroad.

The study adopted the following regression model

$$Y = \beta_0 + \beta_1 (SL) + \beta_2 (SEC) + \beta_3 (GP) + \varepsilon$$

Where

Y- Challenges of Diplomats

β_0 - Constant

SL- Social Life

SEC- Socio-economic challenges and culture

GP- Government policies

β_1, β_2 and β_3 are regression coefficients

ε - Standard error

3.8 Data Management and Ethical Considerations

Each potential respondent was informed about the general nature and purpose of the study and the intended uses of the data and was assured on the confidentiality of information collected from respondents. The researcher designed interviews ethically to reduce the possibility of psychological factors such as fear of loss of self-esteem leading to incorrect responses by properly devising the questions. A system which gives them comfort and confidence to provide information and take necessary steps to protect their identity and confidentiality was devised.

The researcher engaged the services of three research assistants for the purposes of data collection who worked strictly under the researcher's supervision. The researcher took full control and responsibility for any materials or information gathered through or by the assistants on his behalf. They worked under the researcher's direction and authority.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is a presentation of results and findings obtained from field responses and data based on the objectives of the study as explored by the questionnaires where both descriptive and inferential statistics have been employed.

4.2 Response Rate

The study targeted a total of 119 respondents out of which 89 responded and returned their questionnaires contributing to 75% response rate. As illustrated in table 1 below.

Table 4.1: Response Rate

Measurement	Category	Sample
Response Rate	Questionnaires administered	119
	Questionnaires filled & returned	89
	Rate percentage	75%

Source: Author, 2014

This response rate was excellent and representative and conforms to Creswell (2009) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to extra efforts that were made through personal calls and visits to remind the respondent to fill-in and return the questionnaires.

According to the responses received, the analysis and the interpretation of data is provided below.

4.3 General Information

The study sought to determine the gender composition of the respondents. The results obtained were as shown in the table below.

Table 4.2: Gender of the respondents

Measurement	Category	Frequency	Percentage
Indicate your gender	Male	42	47.2%
	Female	47	52.8%
	Total	89	100%

Source: Author, 2014

On the question of gender, it was clearly revealed that the female gender dominated and comprised the majority by accounting for 47 (52.8%) while by their male counterparts accounted for 42 (47.2%). From the analysis of the findings it can be conclude that at least gender balance has been achieved.

4.3.2 Religion

The study sought to determine religion of the respondents. The results obtained were as shown in the table below.

Table 4.3: Religion

Category	Frequency	Percentage
Christian	54	60.6%
Muslim	29	32.5%
Hindu	1	1.1%
Others	5	5.8%
Total	89	100%

Source: Author, 2014

On establishing the religion of the respondents the study found out that the majority 54 (60.0%) were Christians; 29 (32.5%) of the respondents were Muslims; 1 (1.1%) of the respondents were

Hindus while 5 (5.8%) had other religions. The findings confirm that Kenya's population is predominantly Christian hence the majority of the respondents have Christian background. The study findings revealed that all religions were adequately represented in the study.

4.3.3 Marital Status

The study sought to determine the marital status of the respondents. The results obtained were as shown in the table below.

Table 4.4: Marital Status

Category	Frequency	Percentage
Married	59	66%
Single	11	12%
Separated	19	22%
Total	89	100%

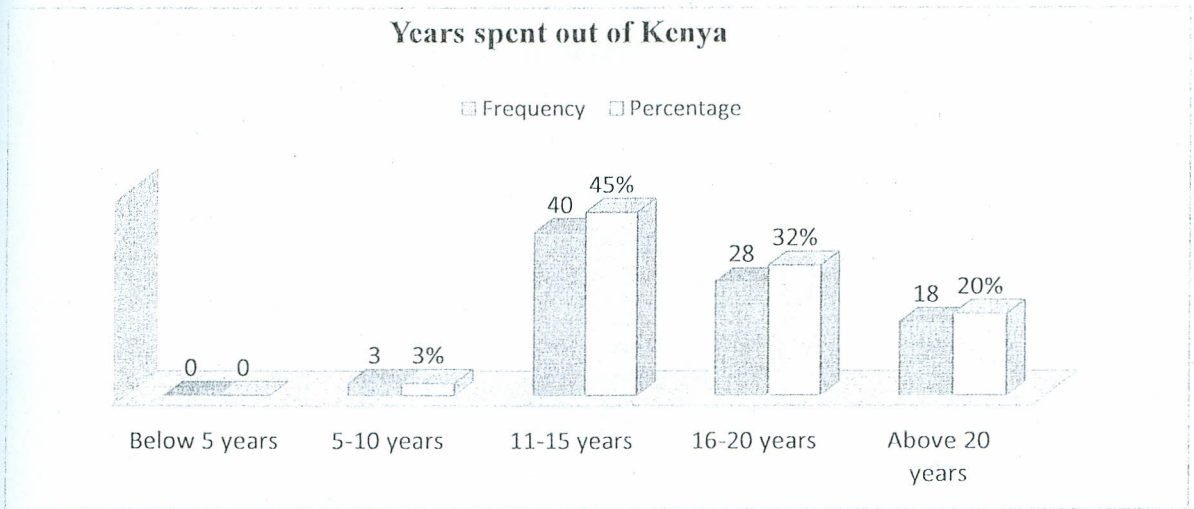
Source: Author, 2014

The study found it of utmost importance to determine the marital status of the respondents and established that 59 (66%) of the respondents were married; 19 (22%) of the respondents were separated while 11 (12%) of the respondents were single. The findings established were from the respondents comprised of diplomats and their families inclusive of children. The study findings also revealed that marital status of the respondents adequately represented the married, single and separated in the study.

4.3.4 Years spent out of Kenya

The study sought to determine the years spent out of Kenya by the respondents. The results obtained were as shown in the table below.

Figure 4.1: Years spent out of Kenya



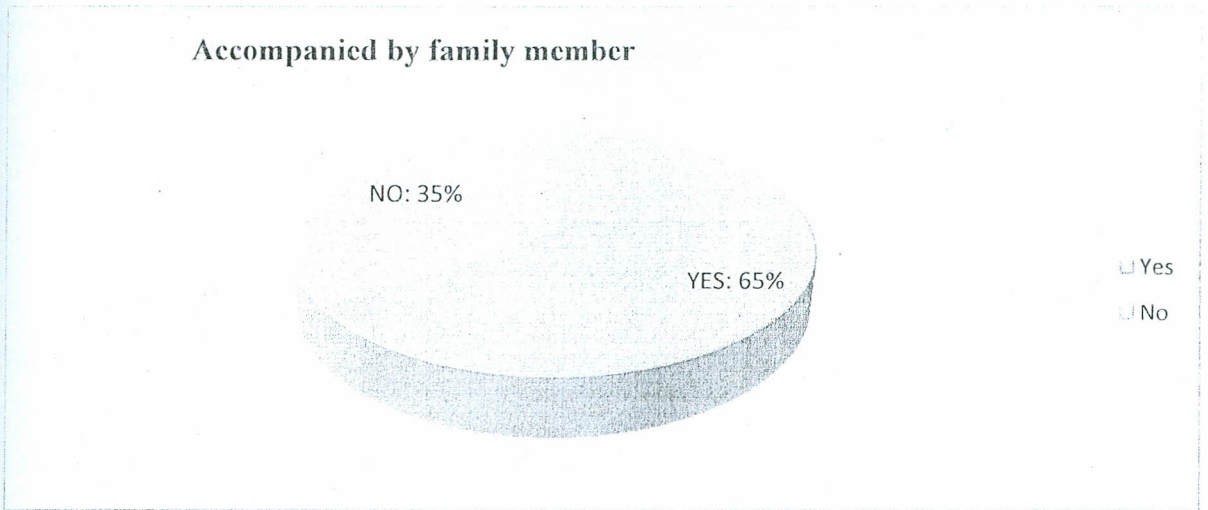
Source: Author, 2014

The study also found it important to determine the number of years the respondents had spent out of Kenya. 40 (45%) of the respondents indicated that they had spent 11 to 15 years out of Kenya; 28 (32%) of the respondents indicated that they had spent 16 to 20 years out of Kenya; 18 (20%) of the respondents indicated that they had spent more than 20 years out of Kenya while those who spent 5 to 10 years were 3 (3%) of the respondents. The study findings indicate that majority of the respondents had spent an accumulated period of 11 to 15 years outside Kenya in the line of duty as a diplomat. This covered 2 or 3 postings each lasting approximately 4 years hence they were conversant with the challenges facing Kenyan diplomats returning from posting abroad.

4.3.5 Accompanied by family member

The study sought to determine whether the respondents were accompanied by any members of family. The results obtained were as shown in the table below.

Figure 4.2: Accompanied by family member



Source: Author, 2014

The study found out that the majority of diplomats are accompanied by at least a member of the family. The majority of the respondents 58 (65%) indicated that they were accompanied by family members while 31 (35%) indicated were not accompanied by family members. The study findings revealed that most diplomats were accompanied by family members as represented in the study.

4.3.6 Number of family members

The study sought to determine the number of family members of the respondents. The results obtained were as shown in the table below:-

Table 4.5: Number of Children

Measurement	Category	Frequency	Percentage
Number of Children	0-5	20	22.5%
	5-10	25	28.1%
	11-15	30	33.7
	Over 15	14	15.7
	Total	89	100%

Source: Author, 2014

The study found out the number of children in the diplomats families. The age of children was evenly spread out with the majority 30(33.7%) in the 11-15 age bracket while 20(22.5%) had children in the 0-5 age bracket, 25(28.1%) in the 11-15 age bracket while 14(15.7%) were in the over 15 age bracket.

In the discussion parents indicated that most of the children over 15 years of age remained behind in Kenya for secondary and university education. It was established that the government pays for education of children in Kenya during the posting period up to the age of 18 (The Privileges and Immunities Act, 1970).

4.3.7 Family members remaining behind

The study sought to determine whether any of the family members remain behind. The results obtained were as shown in the table below.

Table 4.6: Family members remaining behind

Measurement	Category	Frequency	Percentage
Family members remaining behind	Yes	40	45%
	No	49	55%
	Total	89	100%

Source: Author, 2014

The study further determined whether the diplomats had any family members remaining behind and found out that the majority 49 (55%) of the respondents indicated that they do not leave family members behind when assigned to depart for duty in another country while 40 (45%) indicated that they leave some of the family members behind in the country. The study findings revealed most diplomats who leave their families behind did so due to education reasons ,in some cases it was because their spouses had professional employment that they would not want to disrupt.

4.4 Influence of foreign exposure abroad influence on Diplomats

On seeking to examine how posting abroad influences or affects the social life of diplomats, the study examined how often the diplomats have been deployed from one station to another from headquarters and missions; whether they were accompanied with any of their family members during posting abroad; whether the diplomat and his family members were happy to be deployed back home; the level of satisfaction on coming back home and whether the diplomats would prefer going back on posting abroad. The findings are in line with Lee & Liu (2006) that it is not the work environment that has changed during the international assignment but also the society and the returning diplomats themselves.

4.4.1 Deployment from Headquarters

The study sought to determine how many times diplomats have been deployed from one station to another or from Headquarters to Missions. The results obtained were as shown in the table below.

The respondents indicated that the diplomats have been deployed from one station to another as often as it is required because the policy framework for posting abroad permitted diplomats being posted back after a period of 3-4 years at the headquarters.

4.4.2 Deployment of diplomats

The study sought to determine whether the diplomats and their families are happy about their deployment back home. The results obtained were as shown in the table below.

Table 2.7: Deployment of diplomats

Measurement	Category	Frequency	Percentage
Were you and or your families happy about your deployment back home?	Yes	71	79.8%
	No	18	20.2%
	Total	89	100%

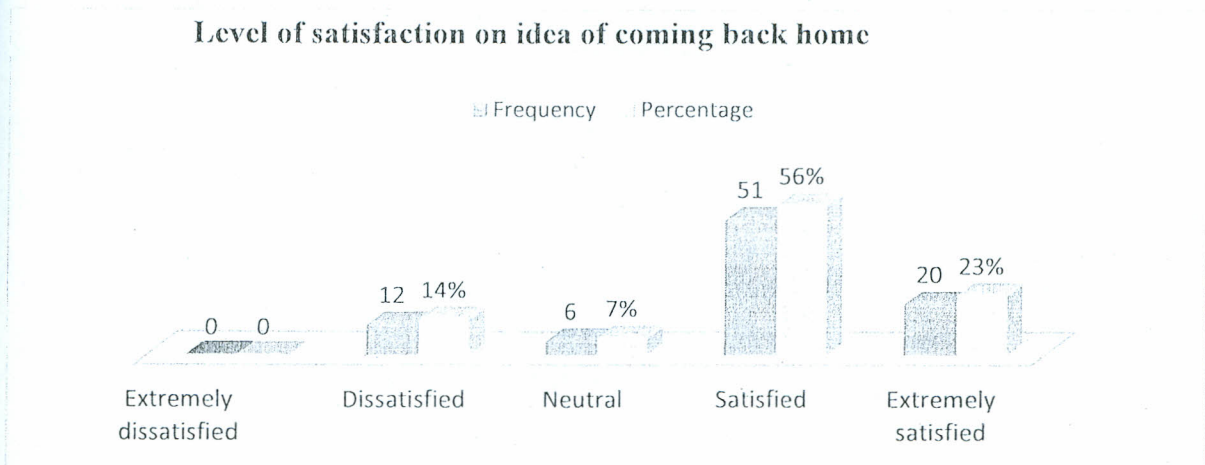
Source: Author, 2014

The study also found it important to determine whether the diplomats and their families were happy with the deployment back to Kenya. The majority of the respondents 71 (79.8%) indicated that they were happy to be back home, while 18 (20.2%) of the respondents indicated that they were not happy to be back home but were obliged to come back because they had no choice in the matter.

4.4.3 Level of satisfaction on idea of coming back home

The study sought to determine how the diplomats find the idea of coming back home. The results obtained were as shown in the figure below.

Figure 4.3: Level of satisfaction on idea of coming back home



Source: Author, 2014

The respondents rated the level of satisfaction on the idea of coming back home to Kenya. The results indicated that the majority 51 (56%) were satisfied with the idea of coming back home; 20 (23%) were extremely satisfied to come back to Kenya. However, 12 (14%) of the respondents were dissatisfied with the idea of coming back home while 6 (7%) of the respondents had neutral feelings on coming back home.

4.4.4 Would you prefer going back to foreign posting?

The study sought to determine whether the diplomats would prefer going back to foreign posting. The results obtained were as shown in the table below.

Table 4.8: Would you prefer going back to foreign posting?

Measurement	Category	Frequency	Percentage
Would you prefer going back to foreign posting?	Yes	61	68%
	No	28	32%
	Total	89	100%

Source: Author, 2014

From the findings in table 8, the majority respondents 61 (68%) indicated that they would prefer foreign posting, while 28 (32%) would not prefer foreign posting. The study findings revealed that the diplomats that would prefer foreign posting were adequately represented in the study. The majority of the respondents who indicated that they would not prefer to be reposted cited reasons such as age – close to retirement or family reasons, such as children’s education.

4.5 Socio-economic challenges facing returning Kenyan diplomats

The study sought to examine the socio-economic challenges facing Kenyan diplomats returning from posting abroad by evaluating whether the families are affected by the change in: evaluating the extent or effect or magnitude; and whether the diplomats preferred the lifestyle back home over the lifestyle in the country of posting.

4.5.1 Lifestyle changes affecting the family in Kenya

The study sought to determine whether the diplomat’s families were adversely affected by returning back from foreign posting. The results obtained were as shown in the table below.

Table 4.9: Family affected by change

Measurement	Category	Frequency	Percentage
Were you and/or your family adversely affected by the change in lifestyle a between these countries?	Yes	61	69%
	No	28	31%
	Total	89	100%

Source: Author, 2014

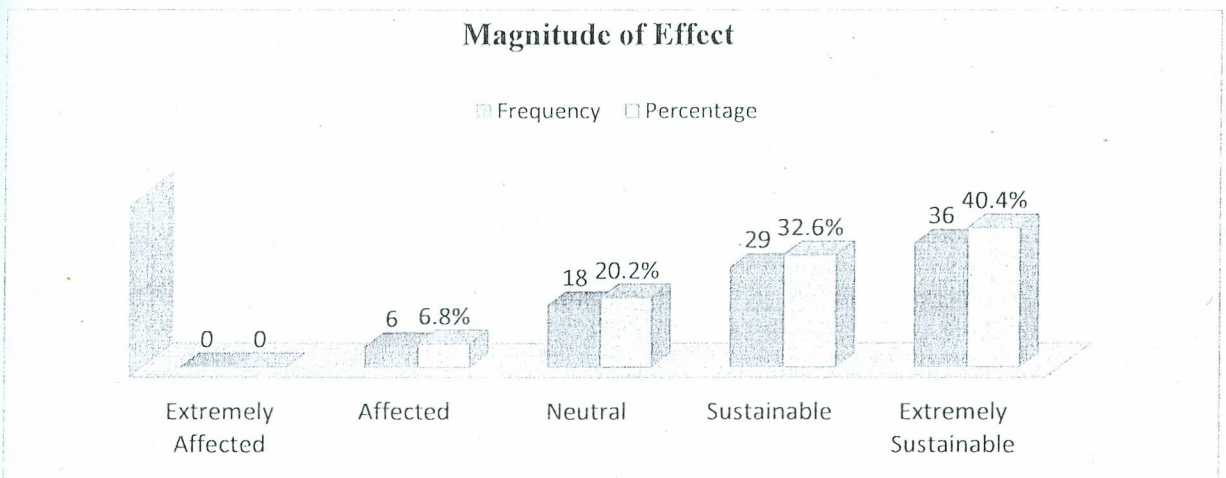
The findings of the study established that the diplomats are adversely affected by the change in lifestyle between countries as indicated by the majority of the respondents 61 (69%) while 28 (31%) were not adversely affected by the change in social lifestyle. The study findings revealed

that families are adversely affected by the change in social lifestyle between countries. The findings are in line with MacDonald & Arthur (2005), include factors constituting the basis for understanding a person's expectations include process, cultural identity changes and demographic factors which have a direct effect on the returning diplomats' experience.

4.5.2 Magnitude of Effect

The study sought to determine the magnitude of the effect of family change. The results obtained were as shown in the table below.

Figure 4.4: Magnitude of culture shock effect



Source: Author, 2014

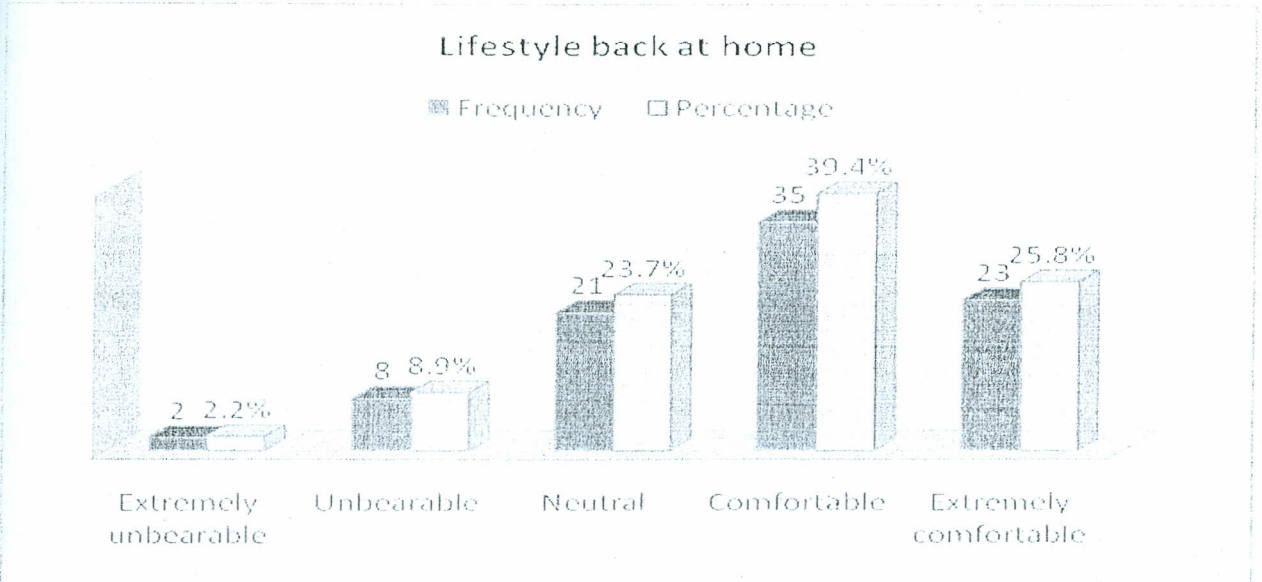
The respondents rated the magnitude of effect to families' change of lifestyle. The results were as indicated in the figure above. The majority of the respondents 36 (40.4%) indicated that the culture shock was extremely sustainable; 29 (32.6%) indicated that it was sustainable; 18 (20.2%) indicated that they were neutral to the change while only 6 (6.8%) of the respondents were affected. The study findings revealed that the culture shock in view of the changes is extremely sustainable to the diplomats.

4.5.3 Lifestyle back at home

The study sought to determine how the diplomats describe their lifestyle while back at home.

The results obtained were as shown in the table below.

Figure 4.5: Lifestyle back at home



Source: Author, 2014

From the findings in figure 5.4, the majority of the respondents 35 (39.4%) indicated that the lifestyle back at home was comfortable; 23 (25.8%) indicated that the lifestyle back at home was extremely comfortable; 21 (23.7%) indicated that the lifestyle back at home was fair so they were neutral. However, 8 (8.9%) indicated that the lifestyle back at home was unbearable while 2 (2.2%) indicated that the lifestyle was extremely unbearable. The study findings revealed that it is not only the work environment that has changed during the international assignment but also the society and the returning diplomats themselves. The findings are in line with Lee & Liu (2006), that the returning diplomats and their families have to deal with all the problems connected with housing, work for the spouse and schooling for the children, this definitely

affects their lifestyle and the diplomats ability to cope with the changed environment and sustaining the lifestyles they are used to.

4.5.4 Families affected by culture shock

The study sought to determine whether the diplomats and their families were affected in any way by culture shock/difference. The results obtained were as shown in the table below.

Table 4.10: Families affected by social culture shock

Measurement	Category	Frequency	Percentage
Were you and your families affected in any way by social culture shock / difference?	Yes	77	87%
	No	12	13%
	Total	89	100%

Source: Author, 2014

From the findings in table 5.10 above, it indicates that families are affected by social cultural shock/ difference as indicated by 77 (87%) of the respondents while 12 (13%) of the respondents were not affected by the cultural difference in other countries. The study findings revealed that families are affected or suffer social culture shock. The findings are in line with MacDonald & Arthur (2005) that cultural changes come slowly and therefore returning diplomats are not always aware of the changes that have taken place over time. Returning diplomats may not realize how they have changed personally, or these changes may not have been evident during expatriation, but are highlighted upon returning home

4.5.5 Notable behavioral changes

The study sought to determine whether the diplomats had any notable changes in behavior on any member of the family due to the cultural diversities/changes. The results obtained were as shown in the table below.

Table 4.11: Notable behavioral changes

Measurement	Category	Frequency	Percentage
Are there any notable changes in behavior on any member of the family due to the cultural diversities?	Yes	80	90%
	No	9	10%
	Total	89	100%

Source: Author, 2014

The study established from the findings in table 13 above that 80 (90%) of the respondents indicated that there are notable changes in behavior on members of the family due to cultural difference. This especially affected school going children who relocate with parents and they are forced to adapt to a new lifestyle that offers difference in culture and also education. The other 9 (10%) of the respondents indicated that they have not noted any behavioural changes in family members due to cultural diversities. A number of parents revealed in confidence that their children had developed some asocial behaviors such as drug addiction, some brilliant children's education had been affected due to changes in curriculum and education systems.

4.5.6 Experience due to change in culture

The study sought to determine the experiences of the children due to the difference in education systems. The study found out that the children experience challenges especially in language, culture and foods. The children also experience the differences in education systems were they have to drastically adapt to the new educational culture of the different states they stay. Other diplomats prefer not to travel with the children due to the challenges they are exposed to especially those at a very young age. The educational system in Kenya is 8-4-4 system that is eight years in primary school, four years in secondary school and four years in college education.

This education system is different from the international educational system and it varies from country to country.

4.5.7 Financial Challenges

The study sought to determine financial difficulties or challenges experienced by the family upon return. The results obtained were as shown in the table below.

Table 4.12: Financial Challenges

Measurement	Category	Frequency	Percentage
Were there any financial difficulties or challenges experienced by your family upon return?	Yes	58	65%
	No	31	35%
	Total	89	100%

Source: Author, 2014

The study found it of utmost importance to ask the respondents whether they had experienced financial challenges upon their return back home. The findings reveal that 58 (65%) of the respondents experienced financial difficulties upon their return, while 31 (35%) of the respondents did not experience financial difficulties upon their return to Kenya. The study findings revealed that there were financial difficulties experienced by the diplomats upon their return home.

4.5.8 Current remuneration

The study sought to determine whether the diplomats were currently satisfied with the packages offered while at home country. The results obtained were as shown in the table below.

Table 4.13: Current remuneration

Measurement	Category	Frequency	Percentage
Are you currently	No	58	65%

satisfied with the packages offered while at home country?	Yes	31	35%
	Total	89	100%

Source: Author, 2014

The majority of the respondents 58 (65%) indicated that they are not satisfied with the packages offered while at home, while 31 (35%) of the respondents indicated that they are satisfied with the current packages offered while at home. The study findings revealed that upon return, they feel bored and lack the motivation for their jobs. The study findings are in line with Adler (2007), that the diplomats lose the morale to perform because of deprived authority, status and control offered by their international assignment. Further Allen and Alvarez (2008), suggest that in order to keep the employees “occupied” and from resigning, a temporary holding job can be created until a suitable position equivalent to their qualification has opened. The jobs should involve a real, substantial value-added contribution to the state that will, in and of itself, offer an opportunity for the employee to maintain visibility and credibility within the organization.

4.5.9 Spouse Experience

The study sought to determine whether the diplomats’ spouses had difficulties in finding another job on your return. The results obtained were as shown in the table below.

Table 4.14: Spouse Experience

Measurement	Category	Frequency	Percentage
Did your spouse experience any difficulties in finding another job on your return?	Yes	64	72%
	No	25	28%
	Total	89	100%

Source: Author, 2014

From the findings in table 16, the majority of the respondents 64 (72%) indicated that their spouses experienced difficulties in finding a job on their return home while 25 (28%) indicated that their spouses did not experience any difficulties in finding another job on their return. The findings are in line with Dickmann, Sparrow & Brewster (2008) that the returning diplomats and their families have to deal with all the problems connected with housing, work for the spouse and schooling for the children.

4.5.10 Accommodation for family in Kenya

The study sought to determine whether the diplomats had accommodation problems for the family upon their return to Kenya. The results obtained were as shown in the table below.

Table 4.15: Accommodation for family in Kenya

Measurement	Category	Frequency	Percentage
Were there any accommodation problems for the family encountered upon return?	Yes	82	92%
	No	7	8%
	Total	89	100%

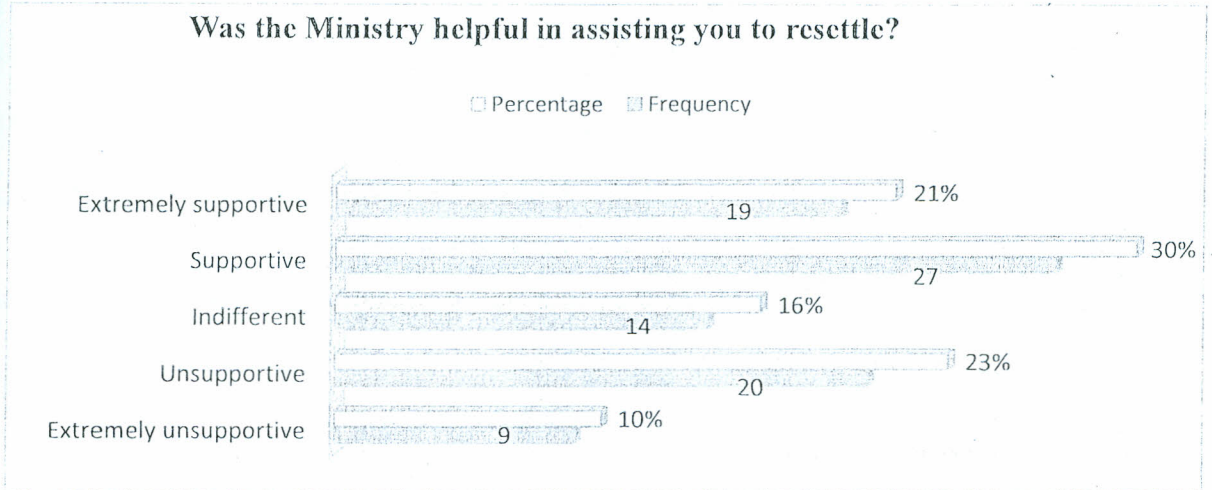
Source: Author, 2014

From the findings in table 17, an overwhelming majority of the respondents 82 (92%) indicated that they encountered accommodation problems for the family upon their return home, while 7 (8%) indicated that they did not encounter accommodation challenges upon their return. The findings are in line with Dickmann, Sparrow & Brewster (2008) that the returning diplomats and their families have to deal with all the problems connected with housing, work for the spouse and schooling for the children.

4.5.11 Assistance from Ministry

The study sought to determine whether the Ministry concerned offers assistance for resettlement of the diplomats. The results obtained were as shown in the figure below.

Figure 4.6: Assistance from Ministry



Source: Author, 2014

From the figure above, the findings show that the majority of the respondents 27 (30%) indicated that the ministry was supportive in assisting the diplomats to resettle; 20 (23%) indicated that the ministry was unsupportive in assisting the diplomats to resettle; 19 (21%) indicated that the ministry was extremely supportive in assisting the diplomats to resettle; 14 (16%) indicated that the ministry was indifferent in assisting the diplomats to resettle; 9 (10%) indicated that the ministry was extremely unsupportive in assisting the diplomats to resettle.

The study findings revealed that government assistance on matters of resettlement is far from satisfactory. The findings are in line with Stroh (1998), who suggested that states should rent out

premise for returning diplomats. Another option is for the state to buy the house and resell it back to the employees at a low interest rate.

Discussions with ministry officials revealed that the government encourages staff to bum up to a maximum of ksh.5 million from a scheme administered by housing finance company and homes and loans (KCB) it was also revealed that returning diplomats are given accommodation in hotels for a maximum of three years (3) which is not sufficient for an officer to find sustainable accommodation.

4.6 Current government policies for diplomats

The study also sought to establish the current government policies with regards to diplomats posted abroad; whether the diplomats would prefer changes on the Kenya foreign policy; and finally whether there are any policies that impact negatively on families away or at home and how the diplomats and members of family respond to the changes brought about due to relocation back to Kenya.

4.6.1 Kenya's Foreign Policy

Diplomats describe the foreign policy as a policy that contains a set of goals outlining how Kenya shall interact with other countries economically, politically, and socially in order to maximize the benefits of bilateral and multilateral cooperation (Cox, 2004). The policy also considers how to harness strengths and opportunities to serve national interests, as well as ways to deal effectively with the opportunities, challenges and threats. The policy highlights the policy context; the fundamentals of Kenya's foreign policy; the five foreign policy pillars of our diplomacy (economic, peace, environmental, cultural and 'diaspora'); priorities and strategies; as

well as the fundamental institutions and instruments needed for implementation (Caligiuri et al, 2002).

Successful implementation of the policy framework calls for adequate funding and strengthening of the Ministry as the key institution in foreign policy formulation and implementation. Indeed, they also rely on the support of other government departments whose functions and responsibilities in one way or another impact on Kenya's foreign relations.

4.6.2 Changes on the Kenya foreign policy

The study sought to determine whether the diplomats would prefer any changes on the Kenya foreign policy. The results obtained were as shown in the table below.

Table 4.16: Changes on the Kenya foreign policy

Measurement	Category	Frequency	Percentage
Would you prefer any changes on Kenya's foreign policy?	Yes	68	76%
	No	21	24%
	Total	89	100%

Source: Author, 2014

From the findings in table 5.16, the majority of the respondents 68 (76%) indicated that they prefer to have changes on the Kenya Foreign policy while 21 (24%) indicated that they prefer to have no changes on Kenya's Foreign policy. The study findings revealed that the diplomats would prefer to have changes made on the Kenya Foreign policy because it did not address their concerns. The findings are in line Shaffer & Harrison (1998), pointing out that the returning diplomat interaction adjustment is related to policy failure. The policy should focus on such factors as policy, socio-cultural adjustment organizational support for cross-culture changes and

general welfare matters. The noble foreign policy objectives cannot be achieved without motivated staff.

4.6.3 Policies that impact negatively on family

The study sought to determine whether there are any set of policies that have impacted negatively on their families away or at home. The results obtained were as shown in the table below.

Table 4.17: Policies that impact negatively on family

Measurement	Category	Frequency	Percentage
Are there any set of policies that impacted negatively on your families away or at home?	Yes	41	46%
	No	48	54%
	Total	89	100%

Source: Author, 2014

The study established that the majority of respondents 48 (54%) indicated that there are no set policies impacted negatively on the family while 41 (46%) of the respondents indicated that there are set policies that impact negatively. The study findings are in line with Ministry of Foreign Affairs (2009), which is devoid of measures to address returnee diplomat's concerns. Kenya's foreign policy objectives are run from the capital, Nairobi and has traditionally been based on the principle of non-interference in the internal affairs of their states; Lip service to distinctive non-alignment and pan-Africanism. This approach places primacy on Kenya's independence without interrogating the concept in the realities of the international system. Kenya has tended to be vulnerable to the dictates of western powers .the new look east policy is a major paradigm shift but one hopes that we do not just change or master with others.

4.6.4 Response to family relocation

The study sought to determine how the diplomats and members of family respond to the changes brought about due to relocation back to Kenya. The respondents indicated that to a great extent they were happy to be back home. However, this readjustment to the home country is not easy because the diplomats have to adjust to the work conditions, interaction with nationals and also general adjustments. The diplomats who return home are valued for their experience and value added exposure to different cultures and diplomacy. The findings established that as in the work-related changes, the same way of dealing with the problems is suggested - communication. The findings further relate to Dickmann, Sparrow & Brewster (2008) research findings that the returning diplomats and their families have to deal with all the problems connected with housing, work for the spouses and schooling for the children. Bennet, Aston & Colquhaun (2000) and Adler (2007) observe that by the means of technology such as Skype, Messenger, Facebook, Twitter and other communication tools, the employees working abroad and their families and friends can keep in touch and share common moments. After they come back home, instead of suffering from out-of-sight, out-of-mind syndrome, they would be much more informed about what their friends and family have been up to. Although the social media has brought great improvement in the communication, it does not replace personal contact.

4.6.5 Suggested policy changes for returning diplomats

The study sought to determine what policy changes the respondents would prefer to be introduced to facilitate resettlement of returning diplomats and their families. The study found out that returning diplomat interaction adjustment is related to policy failure. Focus is placed in factors such as policy; socio-cultural adjustment and organizational support for cross-culture training. Both culture novelty and spouse/family adjustment had been found to be significant to

returning diplomats adjustment. However, family adjustment also affects individual factors. Lack of returning adjustment to diplomats and their families are the leading causes of failure. The findings are in line with Caligiuri & Lazarova (2002), that returning diplomats' adjustment has several antecedents such as host language factors, previous foreign experience and work experience and pre-departure cross-cultural training. Further, Mendenhall, & Selmer (1998), indicated that in-country returning diplomats adjustment included individual adjustment (c.g. relationship development, willingness to communicate), socio-cultural adjustment (c.g. social support, culture novelty, family situations adjustment).

4.7 Regression analysis

The study sought to determine the challenges facing Kenyan diplomats returning from posting abroad using multiple linear regression analysis. The independent variables were: social life (SL), socio-economic and cultural challenges (SEC) and government policies (GP).

The regression model used was:

$$Y = \beta_0 + \beta_1 (SL) + \beta_2 (SEC) + \beta_3 (GP) + \varepsilon$$

The regression model represents:

Y is Challenges of Diplomats, β_0 is regression constant, $\beta_1 - \beta_3$ regression coefficients, β_1 is social life score: β_2 is socio-economic and cultural score, β_3 is government policies score and ε model's error term.

Table 21 shows that there is a good linear association between the dependent and independent variables used in the study. This is shown by a correlation (R) coefficient of 0.887. The

determination coefficient as measured by the adjusted R-square which presents a moderately strong relationship between dependent and independent variables given a value of 0.764. This depicts that the model accounts for 76.4% of the variations in financial performance while 33.6% remains unexplained by the regression model.

Durbin Watson test was used as one of the preliminary test for regression which tests whether there is any autocorrelation within the model's residuals. Given that the Durbin Watson value was close to 2 (2.104), there was no autocorrelation in the model's residuals.

Table 4.18: Model's Goodness of Fit Statistics

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.887 ^a	.787	.764	.757	2.104

a. Predictors: (Constant), SI, SEC and GP

b. Dependent Variable: Challenges of training Diplomats

The ANOVA statistics presented in Table 5.19 was used to present the regression model significance. An F-significance value of $p < 0.001$ was established showing that there is a probability of less than 0.1% of the regression model presenting false information. Thus, the model is very significant.

Table 4.19: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	120.450	5	20.075	35.037	.000 ^b
Residual	32.659	32	.573		
Total	153.109	37			

a. Predictors: (Constant), SI, SEC and GP

b. Dependent Variable: Challenges of Diplomats

From the findings in Table 5.20, the multiple linear regression equation becomes:

Table 4.20: Regression Coefficients Table

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.267	1.136		1.131	.245
	SL	.035	.042	.042	.017	.426
	SEC	.022	.052	.015	.326	.168
	GP	.016	.031	.142	.523	.256

a. Dependent Variable: Challenges of Diplomats

Source: Author, 2014

From the model, when other factors (SL, SEC and GP) are at zero: a constant value of 1.267.

Holding other factors (SL, SEC and GP) constant, a unit change in SL, would lead to a 0.035 (p = 0.426) change in Challenges of Diplomats; a unit change in SEC, would lead to a 0.022 (p = .168) change in Challenges of Diplomats and a unit change in GP, would lead to a 0.016 (p = .0256) change in Challenges of Diplomats.

This shows that among the factors SL, SEC and GP contribute to the challenges facing Kenyan diplomats returning from posting abroad.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is a synthesis of the entire study, and contains summary of research findings, exposition of the findings, commensurate with the objectives, conclusions and recommendations based thereon.

5.2 Summary of Findings

This section summarizes research findings based on key objectives i.e. to examine how postings abroad influences and affects the social life of diplomats; to examine the socio-economic and cultural challenges facing Kenyan diplomats returning from posting abroad and to examine how postings abroad influences and affects the social life of diplomats and interprets the results in the best way possible commensurate with the objectives.

5.2.1 How posting abroad influences and affects the social life of diplomats

On seeking to examine how posting abroad influences and affects the social life of diplomats, the study examined the cumulative length of posting broad; whether they were accompanied with any of their family members on your posting abroad; whether the diplomat and his family members were happy to be deployed back home; the level of satisfaction on coming back home and whether the diplomats would prefer going back on posting abroad. The study found out that there were exceptional cases where diplomats were transferred from one station to another and that most diplomats were accompanied with their family members on their posting abroad, that they were happy to be back home. They were dissatisfied with the conditions back home and they therefore would prefer foreign posting. The findings are in line with Lee & Liu (2006) that

it is not the work environment that has changed during the international assignment but also the society and the returning diplomats themselves.

5.2.2 Socio-economic and cultural challenges facing Kenyan diplomats

The study sought to examine the socio-economic challenges facing Kenyan diplomats returning from posting abroad by evaluating whether the families are affected by the change in lifestyle in these countries: evaluating the extent of effect on the magnitude; determining whether the diplomats preferred the lifestyle back at home over the lifestyle in the country of posting. The study found out that families are affected by the change in lifestyle between countries; it is not only the work environment that changes during the international assignment but also the society and the returning diplomats themselves. Most of them prefer the lifestyle back home compared to the lifestyle outside the country. Families are affected in a way by culture shock. Indeed, there were notable cultural changes that influenced the entire family, including the diplomats. Given that this stresses the children after each relocation, there are different educational systems between these countries and the system in Kenya. Financial challenges are also experienced by the diplomats upon their return home. Finally, diplomats are not satisfied by the packages offered at home. Moreover, their spouses experience difficulties in finding jobs upon their return. Diplomats also experience serious challenges of accommodation upon their return back home. Fortunately, government assistance over the last few years has helped to solve the problem.

5.2.3 Government policy for diplomats posted abroad

The study sought to establish the current government policy for diplomats posted abroad and whether the diplomats would prefer changes on the Kenya foreign policy. It also examined whether there are any policies that impact negatively on families away or at home and how the

diplomats and members of family respond to the changes brought by relocation back to Kenya. The study found out that the diplomats describe the foreign policy as a policy that contains a set of goals outlining how Kenya shall interact with other countries economically, politically, and socially in order to maximize the benefits of bilateral and multilateral cooperation. The diplomats prefer to have no changes on the Kenya Foreign policy as it has failed to serve their basic needs. The study found out that the adjustment to the home country is not easy because the diplomats have to adjust to the working conditions in Kenya, interaction with nationals and also general adjustments. The diplomats who return home are valued for their experience and exposure to different cultures and diplomacy. The study found out that challenges experienced by those returning diplomats interaction adjustment is related to policy failure. This can be explained by the fact that focus is on factors such as policy, socio-cultural adjustment, organizational support for cross-culture training and general adjustment to culture novelty and the degree of family problems.

5.3 Conclusions

The study made the following conclusions based on the findings of the research:

First, it is not the work environment alone that changes during the international assignment but also the society and the returning diplomats themselves.

Secondly, although several factors constitute the basis for understanding a person's expectations and cultural identity changes, demographic factors have a very direct effect on the returning diplomats' experience.

Thirdly, returning diplomats and their families have to deal with all the problems associated with housing, work for the spouse and schooling for the children.

Fourth, cultural changes come slowly and therefore returning diplomats are not always aware of the changes that have taken place over time.

Fifth, financial difficulties are experienced by the diplomats upon their return home.

Sixth, diplomats lose the morale to perform because of deprived authority, status and control offered by their international assignment; in contrast to the situation back home.

Seventh, the study concludes that lack of returning diplomats' adjustment and family adjustment are the causes of failure of the foreign policy and that successful implementation of the Kenyan foreign policy framework calls for adequate funding and strengthening of the Ministry as the key institution in foreign policy formulation and implementation while the returning diplomat interaction adjustment is related to policy failure.

Finally, the study concludes that Kenya's foreign policy objectives are run from the ministry headquarters and are far removed from the realities of the day to day experience of diplomats. This argument has been used to explain Kenya's treatment of diplomats which pays lip service to their experiences upon returning from posting abroad of diplomats with home networks adjustment challenges upon returning from posting abroad.

5.4 Recommendations

The study made the following recommendations based on the study findings:

First, in order to enhance capacity of officers during their posting abroad, they trained different languages should be offered to equip the diplomat to relate in the foreign country. This would break the language barrier and reduces the effects of culture shock officers should be exposed to foreign languages and culture of the country of posting long before they are posted.

Secondly, improved communication with diplomats while they are away by such means as Skype, Messenger, Facebook, Twitter and other communication tools to keep in touch with the employees, family and friends. This could facilitate sharing common moments upon return home, instead of suffering from out-of-sight, out-of-mind syndrome. Ultimately, this would help in improving interaction with their families and friends.

Thirdly, policy should be put in place to cater for the returning diplomats and their families to help cope with problems of accommodation, work for spouses and schooling for children.

Fourthly, the study recommends that Kenyans Foreign policy should encompass human resource development component that would assist diplomats to adjust and cope with the changing environment. This should include housing policy, education for children and resettlement policy.

Fifthly, the study recommends that the diplomats should be deployed according to their qualification and experiences. Many returning diplomats complained that they had spent many months without deployment and that many officers were transferred to other ministries without regard to their qualifications and experiences. Foreign Service should be specialized career with clear career progression, training programmes and deployment policy for returning diplomats.

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APPENDICES

Appendix 1: Questionnaire

The purpose of this study is to determine the challenges faced by the families of returning Kenyan diplomats upon completion of their tour of duty abroad.

The outcome of this study will be vital to various groups involved in policy formulation and practice of diplomacy and public administration in Kenya.

All information you will avail to the researchers will be treated as confidential and will not be disclosed to any unauthorized persons. The Researcher wishes to assure you that he will take all the necessary steps ensure, respect and uphold anonymity and privacy of all respondents.

Please put a tick in the box next to the right response

SECTION A

1). What's your gender? Male Female

2). Please indicate the date of birth ____ / ____ / ____ (dd/mm/yy)

3). Select your religion Christian Muslim Hindu Other

4). Marital Status Married Single Divorced

5). Year of returning back to Kenya from tour of duty _____

6). Position held during the tour of duty _____

7). How many years did you spend out of Kenya

Years spent	Below 5	5-10	11-15	16-20	Above 20
Tick (✓) here					

8) Were you accompanied by any members of your family? Yes.....No.....

9). Please indicate the number of family members

Number	0-5	5-10	11-15	Over 15
Tick (✓) here				

10) Did any of your family members remain behind? Yes No

SECTION B

11). How many times have you been deployed from one station to another or from Headquarters to Mission? _____

12). Were you accompanied with any of your family members on your posting abroad?

Yes No

13). Were you and or your families happy about your deployment back home?

Yes No

14). How did you find the idea of coming back home?

Measure	Extremely dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely satisfied
Tick here					

15). Would you prefer going back to foreign posting? Yes No

SECTION C

16). Were you and/or your family affected by the change in lifestyle a between these countries?

Yes No

17). If yes, what could you say was the magnitude of the effect?

Measure	Extremely Affected	Affected	Neutral	Sustainable	Extremely Sustainable
Tick here					

18). In the absence of all/ or some of the privileges accorded while on the tour of duty abroad, how can you describe your lifestyle back at home?

Measure	Extremely difficult	Difficult	Neutral	Easy	Extremely Easy
Tick here					

19). Would you prefer the lifestyle back at home over the lifestyle in the country of posting?

Yes No

20). Were you and your families affected in any way by culture shock / difference?

Yes No

21). Are there any notable changes in behavior on any member of the family due to the cultural diversities?

Yes No

22). What was the experience of the children due to the difference in education systems?

23). Were there any financial difficulties or challenges experienced by your family upon return?

Yes No

24). Are you currently satisfied with the packages offered while at home country?

Yes No

25). Did your spouse's experience any difficulties in finding another job on your return?

Yes No

26). Were there any accommodation problems for the family encountered back at home upon return?

Yes No

27). Was the Ministry helpful in assisting you to resettle?

Measure	Extremely unsupportive	Unsupportive	Indifferent	Supportive	Extremely supportive
Tick here					

SECTION D

28). How can you describe the Kenya's Foreign Policy? _____

29). Would you prefer any changes on the Kenya foreign policy

Yes No

30). Are there any set of policies that impacted negatively on your families away or at home?

Yes No

31). How did you and members of your family respond to the changes brought about due to relocation back to Kenya? _____

32). What policy changes would you prefer to be introduced to facilitate resettlement of returning diplomats and their families? _____

Thank you for your humble contribution towards this research study!!!

Appendix II: Work Plan

Activity	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13
1 Proposal writing Make & Prepare oral	█	█							
2 presentation Make amendments to			█						
3 proposal 4 Develop a questionnaire and agree with Supervisor			█						
5 Gather data from schools					█	█			
6 Progress presentation Data analysis and						█			
7 interpretations 8 Make findings, conclusions and recommendations						█	█		
9 Prepare draft of final report							█		
10 Final presentation								█	
11 Make Final Report									█

Appendix III: Research Budget

No.	Items Description	Sub-Total	Total
1.	Proposal writing Desk Research-from various libraries Stationary, Computer, photocopy, printing and binding.	8,800.00 3,200.00	12,000.00
3.	Data Collection Hiring of 8 research assistants @ 8,000.00	4,000.00	4,000.00
4.	Data Analysis (SPSS) Data analysis	5,000.00	30,000.00
5.	Final Draft Printing and Binding Typing, Photocopy, Binding	10,000.00	10,000.00
6.	Transport/Miscellaneous Transport Telephone Stationary Computer service/internet services	2,000.00 10,000.00 8,000.00 5,000.00	25,000.00
	GRAND-TOTAL		51,000.00