iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 13 **Issue:** II **Month of publication:** February 2025

DOI: https://doi.org/10.22214/ijraset.2025.67076

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International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 13 Issue II Feb 2025- Available at www.ijraset.com

Capacity Building Among Expatriates: An Empirical Study in the Lights of Entrepreneurship Development Programmes

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Abstract: ***Kerala grapples with significant challenges, most notably unemployment. As many confront joblessness, the state believes entrepreneurship can be a solution. The Covid-19 crisis exacerbated the issue when expatriates returned in large numbers, amplifying the economic strain. These returnees, now also job-seeking, intensify the state's socio-economic distress. This paper focuses on capacity building and sustainable development for these expatriate entrepreneurs. It explores the importance of capacity building for expatriates in the context of Kerala's entrepreneurship initiatives. While capacity building does improve expatriates' abilities, it falls short in addressing some crucial aspects for effectiveness. The study reveals that expatriate entrepreneurs encounter challenges similar to local Kerala entrepreneurs, but are uniquely impacted by certain governmental and social factors. Kerala's government needs to introduce returnee-centric projects and schemes. However, the study indicates that their execution and effectiveness leave much to be desired.***
Keywords: Entrepreneurship, Capacity Building, Skill Development, Expatriates, Overseas Returnees

I. INTRODUCTION

Capacity building is a concept which involves the mobilization of human, institutional and other resources and their subsequent strengthening and development (UNEP, 2022). In a further examination capacity building, (Moreno et al., 2017) found that it has been endowed as a “nuanced and non-linear” process, it simultaneously enhanced different skills. Entrepreneurial capacity of a person can be defined as the capacity to assess the opportunity in the given economic condition and prepare the solution through right assessment and planning to convert into a financially viable model. The absence of formal structures, the liabilities of smallness and newness which develop opportunities and better understanding of how entrepreneurs leveraging individual-level during the early stages of opportunity development and absorptive capacity(Kazanjian, 1988).

Expatriates are individuals living in a country other than his or her country of citizenship, often temporarily and for work reasons. An expatriate can also be an individual who has relinquished citizenship in their home country to become a citizen of another. For many years, the primary focus of global employee (Shaffer et al., 2012) research has been on expatriates, who are employees that move to a foreign country for a limited duration. Neglecting the fact that expatriates might need to travel internationally for business can pose potential issues. The specific demands of global work roles, including the need for physical mobility, are viewed as distinctive challenges that create a "high-density" work experience. Such an experience can significantly impact individuals' career trajectories. Nowadays expatriates who have put focus on the Start-Up Ventures, have come back to the native place for starting and doing business. Expatriates have started to contribute to the state in terms of employment and revenue to the government. This endorses the growing acceptability of Start-Up enormously ensure to a welfare state. While looking into Covid-19 epidemic situation, the state has faced a huge return of expatriates. The pandemic caused dramatic aftershocks throughout the global labour markets along with rapid changes in expatriates live and work(Apergis & Apergis, 2022). However, the literature shows a paucity of studies and critical analysis of expatriate(Jackson & Horwitz, 2018; (Mendenhall et al., 2017). Even fewer studies have used entrepreneurial types and expatriation, majority of studies have focused expat-preneurs within the lack of theoretical context(Elo et al., 2018; (Girling & Bamwenda, 2018). To fill and identified the research gaps, the present study sought to apply effectiveness of capacity building among expatriate entrepreneurs and analyse the fruitfulness of entrepreneurship development programmes in the state of Kerala. The study sought to address the following research questions:

1) What is the context of Kerala relevance of capacity building among expatriates?
2) What are the capacity building challenges faced by expatriates?

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To answer these questions, questionnaire was conducted with expatriate entrepreneurs. The remainder of this paper is organised as follows. Section two presents review of the literature relates to the prior or existing studies on capacity building and expatriate entrepreneurs. Section three describes significance, scope and relevance of the study. Section four describes the objectives of the study. Section five explains the methodology. Section six present the analysis and interpretation and a discussion of findings, respectively. The final section presents the conclusion of the study, limitations and suggesting future lines of research.

II. LITERATURE REVIEW

1) Capacity Building Among Expatriates Relates to Entrepreneurship Development Program

Capacity defined "the ability to carry out stated objectives". It is described as a process and an outcome. Stages in capacity building develops multidimensional(Brown et al., 2001). The concept capacity building has various meanings, models, methods and modalities(Simmons et al., 2011). Human capacity describes the capable of individuals who performing the tasks to achieve developmental goals for a country. Institutional capacity facilitates adequate capacity for self-reliance and provides a country and its people to make better sustainable policies, solve problems and develop sound economic choices(Ogunsola, 2011).

Expatriation has focused research on expatriates in an organisation assigned for determined term abroad. Research on expatriation starts gradually in 1950s. 1970s onward research field on multinationals and the perspectives of America.(Côté, 2022). According to (McNulty & Vance, 2017) point out, there is largely determined the expatriates career follows a cyclical trajectory in the perspective by the company's business objectives. The conceptual framework that the authors analyse the collected data and deployed a centred place of capacity building facilitating professional learning process and transformative in long-term in nature (Makopoulou & Armour, 2011). A study highlights the association between capacity building for an approach to taken set of different concepts, authenticity, empowerment, autonomy which acknowledging resistance and mobilisation along with the potential links (Kuttab, 2010).

The term "entrepreneurship" (Landström & Harirchi, 2018) has transformed into a popular buzzword. It is perceived by politicians and policymakers as a remedy for various societal challenges. In the academic realm, entrepreneurship has experienced substantial growth and is now considered a thriving and prosperous field of study. Many universities worldwide offer courses on entrepreneurship, and there is a growing emphasis on creating "entrepreneurial universities." Research in the field of entrepreneurship has seen a remarkable surge, leading to a vast collection of literature covering diverse aspects of this subject. Entrepreneurship and innovation (Braunerhjelm et al., 2010) studies are frequently seen as closely interconnected concepts and essential elements for fostering societal growth and revitalizing industries. The field of entrepreneurship as a scholarly discipline is characterized by its fragmentation and multidisciplinary nature, making it challenging to pinpoint active scholars within the domain. The normative aspect pertains (Bosma et al., 2018) to the level of societal admiration for entrepreneurship, the prevalence of the fear of failure, and the perception of independent start-ups as a valid career choice. Measuring such informal institutions consistently and accurately across countries is undoubtedly challenging. Entrepreneurship research(Herrmann, 2019) would be advantageous if it adopts a more concise and straightforward approach when exploring the connection between institutions and entrepreneurship. The literature in interconnected fields can be utilized to define the concept and subsequently draw on these insights to establish relevant connections to the entrepreneurship literature. The significance of entrepreneurial inspiration (Wartiovaara et al., 2019) has been largely neglected in existing entrepreneurship literature. Nevertheless, we contend that inspiration can have a substantial impact on the entrepreneur, the entrepreneurial process, and other individuals involved.

In an entrepreneurship and sustainable development capacity development helps for planning people for enhance knowledge and develop advance skills to a country's economic growth and empowered individual standard of living(Nwazor, 2012). Entrepreneurship (Williams & Vorley, 2014) is commonly seen as crucial for maintaining a vibrant and varied economy, as it encourages rivalry, fosters ingenuity, generates jobs, and boosts productivity. Entrepreneurship (Anderson & Starnawska, 2008) research is not easily suited to a deductive approach because factors such as context, contingency, irrationality, flexibility, opportunism, and even luck exert significant influence on business ventures. Therefore, relying solely on deduction to understand this phenomenon may be less suitable, and employing an inductive perspective could be more beneficial. A study which relates to entrepreneurial avenues for expats seeks to examine the entrepreneurship wave in the UAE. Based on empirical data obtained (Zelekha, 2013) through a cross-sectional analysis, it can be observed that the presence of immigrants in a country has a substantial impact on its level of entrepreneurship. Recent research papers posit that immigrants play a crucial role in the establishment and growth of new technological startups within the United States. The study explores different ways of building entrepreneurial ecosystems in the region (Chakravarti, 2017). Several papers investigate the different factors which affects a regional perspective of economic development.

2) Problems Faced By Expatriates In Related To Capacity Building And Entrepreneurship Development

According to (Hafitah Mohd Tahir, 2007) A case study in Malaysia relates to cross-cultural challenges and adjustments of expatriates describes expatriate experience cultural clashes between the local and foreign values which are inevitable. In an expatriate, living in a new cultural environment bound to make adjustments and face different challenges in order to make their assignments are effective (Ward and Rana-Deuba, 2000; Zakaria, 2000). Reconsider staying the host country expatriates who find the different challenges have an influence towards their decision (Aycan, 1997).

A study emphasizing facing the challenges of new capability development of a biopharma company explains pre-understanding, managing multiple roles, political landscape, managing a variety of learning mechanisms etc are the capacity building challenges faced by biopharma companies(Roth et al., 2007). An entrepreneurial concern first of all identify the major external environment challenges and analyse the effect, such as social, legal, economic, political, technological, cultural and environment factors(Luthans et al., 2000).

III. STATEMENT OF THE PROBLEM

Capacity building is a process of developing and strengthening skills, abilities, instincts, processes and resources that communities and organizations need to adapt, survive and thrive in a fast-changing world. Non-profit organizations develop capacity building enables competencies and skills that can make them more effective. Capacity building encompasses the human, scientific, technological, organizational, institutional and resource capabilities. Capacity building enhances entrepreneurial skill. During the Covid19 pandemic luring expatriates back into the country to make more chaos to the economy along with this special circumstance causes unemployment is paramount to the state of Kerala. Government of Kerala introduces several schemes for overseas returnees through NORKA root channels. There is a benchmark for enhance entrepreneurial skills and capabilities for expatriate entrepreneurs is develop appropriate capacity building. The role of capacity building which try to enhance the capabilities of expatriates, at the same time it lacks the potential to address certain issues that make it effective. The government of Kerala should interfere to develop overseas returnee-friendly projects and schemes, but most of its implementation level and efficacy is minimal. External environment factors were a concern to influence or may cause to interception to the capacity development programmes for expatriate entrepreneurship. The gap in the field is, there were no prior studies conducted on expatriate issues especially in entrepreneurship area.

IV. RATIONALE OF THE STUDY

Capacity building considers as a major tool to enhance entrepreneurial skills. Skill development enhance the capabilities of an entrepreneur to achieve better outcome. Many people are struggling with unemployment and the state considered that, entrepreneurship is one of the many ways to find employment and sustenance. The present study has evaluated the effectiveness of capacity building among the expatriates in relates to the entrepreneurship development program. Expatriates consists of both skilled, semi-skilled and unskilled workers, capacity building try to enhance their capabilities and skills in an effective way. There are some problems also faced by expatriates which relates to capacity building and entrepreneurial development. Especially, some external environmental issues considered social, legal, political, technological aspects, this study try to address such issues. In this context, this study is relevant in the current entrepreneurial scenario.

V. OBJECTIVES OF THE STUDY

1) Objective 1: To study the relevance of Capacity Building among expatriates in relates to entrepreneurship development program

A study of expatriate entrepreneur demystification and conceptualization in the era of covid pandemic explains expat-entrepreneurship develops new avenues for career development. It helps to bringing new work dynamics. Here, finds expatriate entrepreneurship is subject to distinct kind of mutations modelled by challenges and opportunity that arise (Côté, 2022). Another study constitutes that expatriate entrepreneurs typically from developed countries, they are significant impact upon entrepreneurial growth to the global economy (Selmer et al., 2018). A perspective of skilled migrants capital mobilization examines self-initiated expatriation are ignore forms of capital mobilization that skilled migrants deploy the barriers to their international career mobility (Al Ariss & Syed, 2011). Self-initiated expatriates significantly contributing to the world economy, the worldwide demand for human talent seems increased (Cerdin & Selmer, n.d.). A study which relates to expatriates as catalysts, consider Vietnamese locals learn from self-initiated expatriates. Here, strategic conduits for developing capabilities in local business units. In this study host-country nationals develop a broad array of soft capabilities (Fee & Gray, 2020).

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An entrepreneurial prospect among participatory operationalization components of farmers capacity building planning and operationalisation of training, mentoring, business plan preparations through decision making. Hub of all capacity building activities advocates more demand-driven financing programs of government (Padilla et al., 2020).

A case study was conducted in Vietnam is related to social, emotional and psychological challenges that drive the behaviour of expatriate returnees in emerging economies. Here, the study explains push forces from the home country and pull forces from the host country which significantly affect the intention to re-expatriate (Ho et al., 2016). An empirical study presented situational factors as both push-pull method describes motivational factors could influence returnee's homeland return decisions (Mohamed & Abdul-Talib, 2020). Motivation and cross-cultural adjustments of expatriate academics in South Korea describes expatriate by a desire for international experience, job conditions, family ties and poor labor market in their home countries (Froese, 2012). Enhancement of cross-cultural adjustment is important, because it has been found to increase job satisfaction and performance, as well as to reduce the turnover of expatriates(Bhaskar-shrinivas et al., 2005).

Recent research papers posit that immigrants play a crucial role in the establishment and growth of new technological startups within the United States. Hart et al. (2009) Research findings provide evidence supporting the noteworthy involvement of immigrants in founding new technological startups in the United States. According to the study, 16% of the companies surveyed had at least one immigrant individual in their founding teams. Additionally, various other surveys reported estimated percentages of foreign-born individuals in founding high-tech companies, with figures ranging from 15% to 25%.

(Saxenian, 2002) The study examined the potential benefits of immigrant networks in generating social capital and argued that high-tech immigrants in Silicon Valley employ ethnic strategies to improve their entrepreneurial prospects. Perceived as outsiders in the mainstream technology community, immigrants tend to establish social and professional networks to access information, expertise, skills, and funding necessary for initiating technology ventures. These networks also function as recruitment channels and offer role models for fellow immigrants.

A study which relates (Dimitrova et al., 2020) the adjustment and career implications of international business travel for expatriates Investigating the impact of work role requirements involving international business travel on the adjustment and career contentment of expatriates was the focus of our examination. In accomplishing our primary research goal, we found evidence indicating that expatriates who are mandated to travel internationally tend to adapt better when they have access to ample job resources and encounter lower levels of cultural novelty in the host country. Turning to our second research objective, we established that the adjustment process serves as a pathway through which the responsibilities of international travel influence expatriates' satisfaction with their careers. This mediating effect is most pronounced when job resources are abundant and cultural novelty is minimal.

Entrepreneurship to firm-level competitive advantage of technologically intensive industries, hence the study (Newbert et al., 2008) reveals the findings from the empirical study indicate that possessing entrepreneurial capacity and effective entrepreneurial management are crucial abilities that contribute significantly to creating a competitive edge for companies operating in technology-intensive sectors.

2) Objective 2: To address the problems faced by expatriates in related to capacity building and entrepreneur development.

Capacity building challenges are quite daunting in relation to the overall economic performance and outlook(Ogunsola, 2011). A study which relates to capacity building for environmental impact assessment in Brazil describes there is a need for improved capacity to implement instruments to their full extent and several tools intended to reconcile socio-economic development. Here, might require a modification especially relates to institutional structures, development of national and regional capacities and public participation(Kirchhoff, 2006). A study emphasizing systematic capacity building led to more effective use of resources, improve diagnosis of sectoral shortcomings and improve project or programme design and monitoring(Potter & Brough, 2004). Another study based on capacity building for lived experience of teachers in webinar. The study describes webinars can expand their potential in presenting lessons digitally in synchronous and asynchronous formats through different tools, knowledge and experience(Tanucan & Uytico, 2021). Another study which relates to faecal sludge management services for capacity building approach to overcome the challenges of data and capacity for planning faecal management services. This planning process also builds the capacity to plan and sustain alternative systems in the long run(Chhajed-Picha & Narayanan, 2021).

The identity of expatriates (Liebkind, 2006; Schwartz et al., 2006) pertains to how they define themselves, which is shaped by their ability to navigate the intricacies of a foreign country and its job environment. Acculturation, on the other hand, is a broader concept that encompasses the processes of continuity and change experienced by expatriates after migration. It focuses on how expatriates manage and adapt to both their home and host cultures. Expatriates, in particular, do not undergo an immediate adaptation (Adams & van de Vijver, 2015) to the new culture upon arrival.

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Preparations for overseas assignments typically concentrate on practical aspects such as language skills and essential customs and norms in the new setting. As a result of these processes, they tend to acquire substantial knowledge about the new culture before and upon entering the new context. This accumulation of knowledge forms a mental map of the new environment, providing insights into how things are traditionally handled in that particular context.

Expatriates adjustment (Smith, 2007) and contact with host country nationals in Luxembourg, context matters find out the degree of adjustment in three dimensions relies on several factors: the percentage of international individuals in the country, the existence of a cohesive international community that affects interactions between foreigners and locals, a corporate culture that encourages socializing with international colleagues, genuine interest in the host country and the motivation for being there, the necessity to speak the host language, the proportion of internationals present, and the significance of both international and national communities in the host environment.

(Black et al., 1991) Emphasizing the importance of forging connections with locals and adjusting to the host culture, it is crucial for a successful expatriate experience. When expatriates solely socialize with fellow citizens and stick to their familiar cultural surroundings in the host country, it becomes more challenging for them to adapt, ultimately impacting their ability to thrive in the work environment (Lauring & Selmer, 2009).

Expatriate, the mediating role of managerial practices adjustment and effectiveness describes (Shay & Tracey, 2009) due to the high costs of sending expatriates overseas and the critical role that they play in overseas subsidiaries, multinational firms have become increasingly interested not only in whether the expatriates are adjusted, but also whether they succeed in meeting the firm's goals for the assignment. The current study demonstrates the importance of examining the specific behaviours that expatriate managers may use to achieve their objectives.

A study on problems faced by women entrepreneurship in Kerala describes financial constraint, inadequate institutional support, problems in marketing, social attitude, non-availability of good workers or employees etc are key struggles face by them(Iyer, 2016). Entrepreneurship development programmes are a crucial element in the promotion of regional development(Kasseeah, 2016). Entrepreneurship education and training programmes and these entities perceptions of the programmes assure distinct impacts on regional development and entrepreneurship programmes is important to ensure the sustainability(Galvão et al., 2020). The majority of entrepreneurship research (Busenitz et al., 2003; Carlsson et al., 2013; Davidsson, 2004; Shane, 2003; Venkataraman, 1997) is founded on a fundamental assumption that the world contains consistent patterns that form the basis of various phenomena, including the creation of new ventures. The primary objective of theory development in this context is to recognize and elucidate these regularities, ideally in the form of causal mechanisms. Several researchers have endeavoured (Rit Gunt her McGrat & an MacMillan, n.d.) to create practical and applicable theories of entrepreneurship, such as through experimental methodologies and tools that facilitate iterative planning when dealing with uncertainties.

Another study shared problem solving and thinks entrepreneurial research design (Hyytinen, 2021) shares a suggestion put forth is to enhance the design mode of research by incorporating problem-framing and problem-solving methodologies from various disciplines like management and entrepreneurship, economics, organizational science, and team research. By doing so, we can establish a strong foundation for identifying, characterizing, framing, and potentially resolving issues that pique the interest of both entrepreneurs and scholars. Uncovering these shared entrepreneurial problems makes the design mode of research more relevant for entrepreneurship scholars and opens up more opportunities for engaged scholarship. Additionally, the paper also explores policy problems that scholars have studied and that policy-makers responsible for entrepreneurship and innovation policies encounter. In the realm of entrepreneurship research, integrating problem-oriented (Romme & Reymen, 2018) approaches alongside design science studies would be highly beneficial. This combination would lead to a more robust basis for describing, recognizing, categorizing, and potentially resolving issues that genuinely captivate both entrepreneurs and scholars. The entrepreneurship discipline requires an all-encompassing methodology that effectively links creative design with scientific validation. While design and validation are distinct and valid research approaches individually, it is their strong synergy that propels the ongoing advancement of the entrepreneurship field and unleashes the potential of a knowledge base that is both rigorous and pertinent.

Based on this observation from the prior references, it can be concluding that developing capacity building is been very much essential among expatriates and the entrepreneurship programs are the best and effective solution for diversifying the expatriates, because of oversees returnees or expatriates consists of both skilled and unskilled workers. Hence, development of their capacity building will be beneficial to the entire industrial sector as well as the society. Hence, this study focused on to study the relevance of capacity building programs among expatriates in related to entrepreneurship development programs initiated by the Government of Kerala.

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A. *Hypotheses of the Study*

This study was concentrated on the relevance of capacity building programs and problem faced by expatriates. Based on the reference, it was found that, there is no enough evidence that capacity building programs are very much relevant among expatriates, meantime, as per the government schemes related to entrepreneurship, they are providing capacity building programs for the benefits of entrepreneurs. Hence, the relevance of capacity building programs among expatriates are still a hypothetical assumption. Based on this observation study was formulated one hypothesis in related to the relevance of capacity building program.

H_0: There is no significant evidence that capacity building programs are relevant among expatriates for their entrepreneurial development

VI. METHODOLOGY OF THE STUDY

The study was designed as empirical in nature based on secondary and primary data. Secondary data were collected from NORKA Root, Government of Kerala, published and unpublished theses, articles related to entrepreneurship. Primary data were collected from Expatriates those who are developed their entrepreneurship through the help of NORKA Roots and the schemes of State Government of Kerala. In this study 130 sample respondents are taken. The sample respondents were identified through the office of NORKA and State Industrial Department of Kerala, but the expatriates (entrepreneurs) complete list was not availed, hence snow ball sampling method was used to identify the sample respondents by using two source elements i.e., NORKA/ State Industrial Department of Kerala and Capacity Building Program conducted by the NORKA roots.

VII. DATA ANALYSIS AND INTERPRETATION

Data analysis was presented here in related to three major head i.e., profile of expatriates, Relevance of capacity building programs and the problem faced by expatriates regarding entrepreneurship development and capacity building programs. Before starting the analysis, study was followed Principal Component Analysis for ensuring the variables predications capacity, then one sample t-test and Multiple-dimensional technique were used to find the answers related to study objectives.

Based on the profile information of sample respondents, it was found that majority of the sample respondents are male (87 per cent), and majority of the respondents are in 30-45 age group (78 per cent). Based on the return of expatriates, it was found that 17 per cent of them were returned because of the cancellation of their job visa by company, 28 per cent of them were returned because of their age factor, 31 per cent of them were returned due to health issues and rest of them were returned for the purpose of starting business in Kerala.

Table 1
KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	220.854
	df	66
	Sig.	.000

a. Based on correlations

Table 1 is explaining that KMO value is very close to one i.e., .897, hence it can be inferred that KMO index is very high, thus PCA can act effectively, meantime, Bartlett's Test of Sphericity result shows statistical significance. This indicates that there is a sufficient correlation between the variables b

Table 2
Communalities and Predictability of Variables

	Initial	Extraction
Creating innovative ideas	1.000	.820
Helps to improve the knowledge regarding business	1.000	.662
Enhancing the skill development	1.000	.680
Enhancing the productivity	1.000	.667
Helps to improve the financial knowledge	1.000	.662
Improving the personality of expatriates	1.000	.632
Creating a motivation element among expatriates	1.000	.636
Enhancing the career advancement	1.000	.836

Realization about new business opportunities	1.000	.709
Creating a managerial ability among expatriates	1.000	.738
Enhancing the knowledge regarding product diversity	1.000	.841
Enhancing the technical knowledge and skills	1.000	.665

Eigenvalue start with 6.7431, Variability -65 per cent

Extraction Method: Principal Component Analysis.

Communality coefficient table shows the high coefficient and lower coefficient of variables used in the study. Here the all variables have satisfactory coefficient value (Above .60), this depicts that all the variables used in the study is strong. Regarding the variability of data, it could be seen that the factor solution is explaining 65 per cent of variability in the data.

Table 3

KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.969
Bartlett's Test of Sphericity	Approx. Chi-Square	330.987
	df	120
	Sig.	.000

a. Based on correlations

Table 3 is explaining that KMO value is very close to one i.e., .969, hence it can be inferred that KMO index is very high, thus PCA can act effectively, meantime, Bartlett's Test of Sphericity result shows statistical significance. This indicates that there is a sufficient correlation between the variables

Table 4

Communalities and Predictability of Variables

	Initial	Extraction
Political interference	1.000	.609
Procedural delays	1.000	.852
Poor budgetary allocations	1.000	.658
labour unavailability	1.000	.830
Non cooperative attitude of employees at government institutions	1.000	.722
Intervention of Government Policies	1.000	.778
Red-tapism	1.000	.832
Environmental issues	1.000	.641
Capital formation	1.000	.823
Delay in financial assistance	1.000	.853
Legal issues in related to starting business	1.000	.865
Barriers of communication	1.000	.916
Difficulty in preparing business plan	1.000	.704
Unable to follow the module of capacity building program	1.000	.917
Unable follow the technical aspects related to capacity building program	1.000	.768
Unable to adjust with program time schedule	1.000	.834

Eigenvalue start with 7.1952, Variability- 68 per cent

Extraction Method: Principal Component Analysis.

Communality coefficient table shows the high coefficient and lower coefficient of variables used in the study. Here the all variables have satisfactory coefficient value (Above .70), this depicts that all the variables used in the study is very strong. Regarding the variability of data, it could be seen that the factor solution is explaining 68 per cent of variability in the data.

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Table 4
Relevance of Capacity Building Program among Expatriates

	Mean	SD	T	p-v
Creating innovative ideas	4.75	1.753	3.551	.001
Helps to improve the knowledge regarding business	4.78	1.494	4.461	.000
Enhancing the skill development	5.16	1.651	6.641	.000
Enhancing the productivity	4.61	1.640	2.834	.005
Helps to improve the financial knowledge	5.32	1.414	8.991	.000
Improving the personality of expatriates	5.01	1.378	6.682	.000
Creating a motivation element among expatriates	4.85	1.590	4.688	.000
Enhancing the career advancement	4.64	1.657	3.018	.003
Realization about new business opportunities	4.88	1.420	5.436	.000
Creating a managerial ability among expatriates	4.82	1.646	4.262	.000
Enhancing the knowledge regarding product diversity	4.02	1.882	-1.072	.286
Enhancing the technical knowledge and skills	4.84	1.488	4.892	.000

Source: Primary Data, p-v= P-value

Table 4 is explaining 12 variables which are expressing relevance of capacity building programmes among expatriates. The one sample t statistic is providing statistical significance of respondent's opinion after they experienced capacity development programmes under the government of state of Kerala. The mean opinions for shows that majority of the respondents are agreeing that capacity building programme was benefited to them. On the other hand, enhancing the knowledge regarding product diversity through the capacity building programme not benefited to them because of the mean opinion was standing at neutral position and the result is not statistically significant. This clearly explains that capacity building programme was not useful to enhancing the expatriate's knowledge about product diversity, while other statements are statistically significant. Hence, it can be concluding that capacity building programmes among expatriates is very relevant to transform them into an entrepreneur.

Table 5
Problem Faced Expatriates in related to Entrepreneurial Development

	Mean	SD	t	p-v
Political interference	6.94	1.445	5.825	.000
Procedural delays	5.54	1.699	-4.440	.000
Poor budgetary allocations	4.28	1.648	.585	.559
labour unavailability	4.05	1.653	-1.008	.315
Non cooperative attitude of employees at government institutions	5.85	1.406	5.241	.000
Intervention of Government Policies	4.65	1.529	3.385	.001
Red-tapism	5.38	1.015	13.314	.000
Environmental issues	6.51	1.634	-4.830	.000
Capital formation	4.79	1.223	1.793	.035
Delay in financial assistance	4.15	1.065	-.577	.565
Legal issues in related to starting business	4.18	1.411	-.186	.852

Source: Primary Data, p-v= P-value

Table 5 result is explaining problem faced by entrepreneur in their business. Literatures explains that entrepreneurial development is the ability to create and run a successful entrepreneurship in the business sector, hence entrepreneurs need consistent training and stimulation for growing as an entrepreneur. Here the study was analysed the problem faced by expatriated while they growing as an entrepreneur in Kerala. While looking into the problems, it could be seen that, majority of the respondents haven't any significant opinion regarding poor budgetary allocations, labour unavailability, delay in financial assistance, and legal issues in related when they started their business. On the other hand, majority of them are agreeing that, political interference, procedural delays, non-cooperative attitude of employees at government institutions, intervention of government policies, red-tapism, and environmental issues are the major problem faced by them while they running their business.

Table 6
Problem Faced by Expatriates in Related to Capacity Building Program

	Mean	SD	t	p-v
Barriers of communication	5.93	2.058	4.492	.000
Difficulty in preparing business plan	5.28	1.774	3.494	.002
Unable to follow the module of capacity building program	4.86	1.879	4.014	.000
Unable follow the technical aspects related to capacity building program	4.66	1.820	2.892	.004
Unable to adjust with program time schedule	4.78	1.834	1.478	.003

Source: Primary Data, p-v= P-value

While conducting the survey among expatriates, it was observed that they are facing some problems in related to the capacity building program conducted by the government, hence, the study analysed these problems. Based on the result of t-statistics, it was found that, expatriates are facing difficulties in preparing business plans, they are failing to follow the module of capacity building program and also adjusting their time with program schedule. Result further explains that, capacity building programs are failing to provide technical knowledge among expatriates, because of majority of them are agreeing that these problems are very significant.

Table 7
Multi-Dimensional Scaling Regarding Problems

	D1	D2
Political interference	1.6799	.9566
Procedural delays	-1.6655	1.0446
Poor budgetary allocations	-.7748	-.8900
labour unavailability	-.6876	-1.4559
Non cooperative attitude of employees at government institutions	.9042	-.7564
Intervention of Government Policies	1.1300	-.7653
Red-tapism	1.5272	.4544
Environmental issues	-2.0003	.3310
Capital formation	.0656	.2022
Delay in financial assistance	-.0255	.2726
Legal issues in related to starting business	-.1532	.6064

Stress=.012586, RSQ=.90791
Source: Primary Data, *= Dimension, Co-efficient values are used in the result

Table 7 result explains the multi-dimensional result regarding the problem faced by expatriates while empowering their entrepreneurial skills. Here the purpose of this test was to find which of the problems was more severe according to the expatriate's experience. While looking into the co-efficient value of each dimension indicates that political inference (1.6799, .9566), red-tapism (1.5272, .4544), and capital formation (.0656, .2022) are the major problem experienced by the expatriates while looking into two-dimensional approach, because of these problems have positive coefficient values.

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Table 8
Problem Faced by Expatriates in Related to Capacity Building Program

	D1*	D2*
Barriers of communication	1.7590	.6351
Difficulty in preparing business plan	-.1255	.4924
Unable to follow the module of capacity building program	-1.4932	-.8160
Unable follow the technical aspects related to capacity building program	.6380	-1.2252
Unable to adjust with program time schedule	-.7783	.9137

Stress = .02701 RSQ = .99992,
Source: Primary Data, *= Dimension, Co-efficient values are used in the result

While looking into the problem faced by expatriates during the time capacity building program, it was noted that barriers of communication appear to be the most important problem face by expatriates while looking into multi-dimensional approach

VIII. CONCLUSION OF THE STUDY

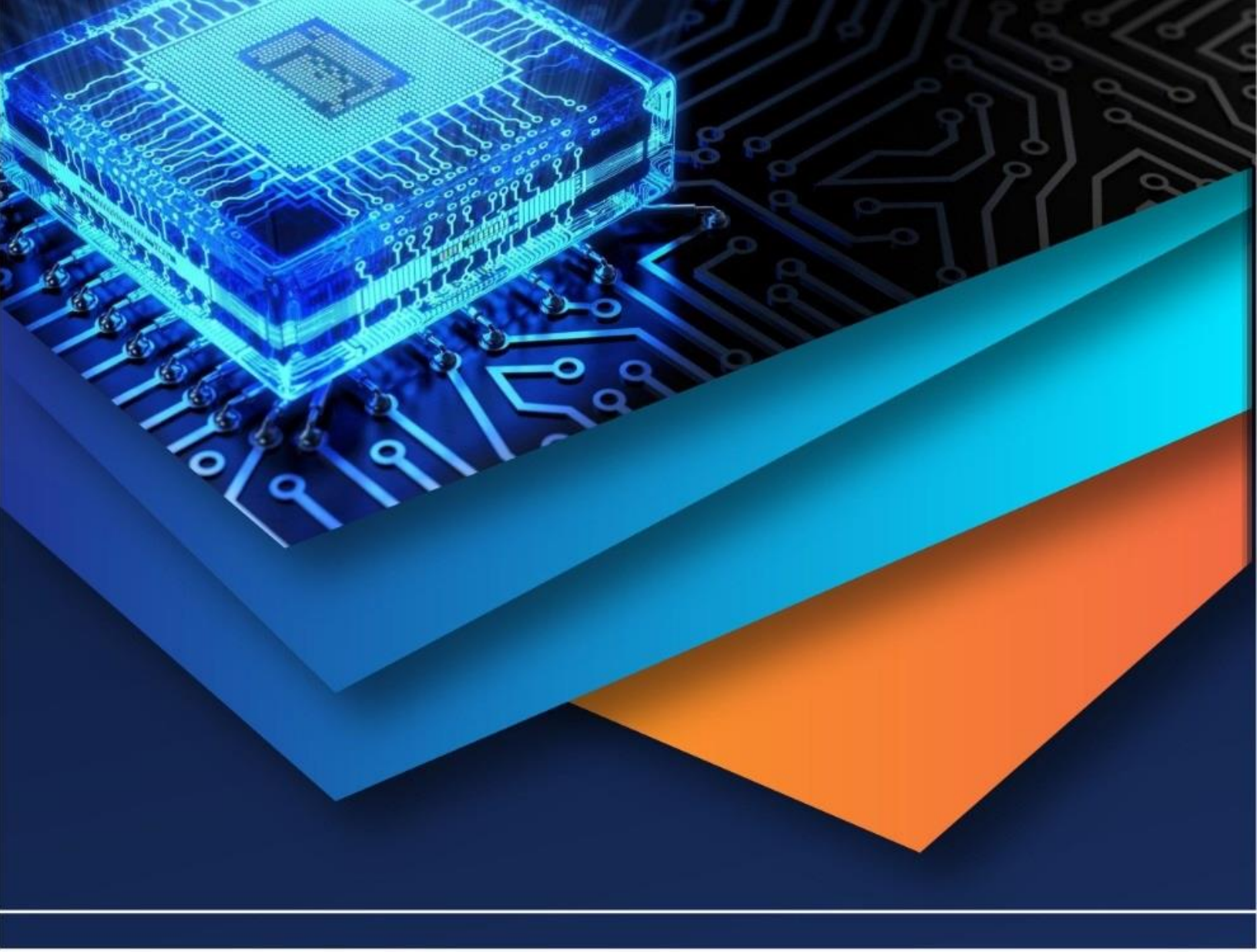
The study related to capacity building among expatriates has given a clear picture about the relevance of capacity building program and the problems faced by expatriates in related to capacity building program and entrepreneurial development. While looking into the hypothetical assumption in related to relevance of capacity building program, it was found that capacity building programs are very relevant among expatriates. In related to this hypothesis result, it could be seen that majority of the sample respondents skilled labours, but haven't any experience in managing a business enterprise, in order to avoid this problems government of Kerala has been introduced capacity building programs for stimulating the entrepreneurial skills among expatriates and the respondents are agreeing that these programs are helpful to them to transform a good entrepreneur and the result is statistically significant. Regarding the problems, it was found that majority of the expatriates are facing difficulties in preparing business plans, they are failing to follow the module of capacity building program and also adjusting their time with program schedule. Regarding the entrepreneurial development problems, it was noted that political inference, red-tapism, and capital formation are the major problem experienced by the expatriates. Result and interpretations reveal that, government should interfere with the present capacity building programme, because of this program is considered as the primary stimulus for expatriates and the failing of this program will be distraction of entrepreneurial development among expatriates. Hence, it can be concluding the, capacity building programs are very essential among expatriates but still this program need to be upgraded.

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