

An Investigation on Self-Initiated Expatriation: Comparison with Traditional Expatriates and Their Approaches for Successful Expatriation in Human Resource Management Context

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Abstract: As globalisation is expanding and filling this labour gap at present a lot of people move from their home country to a new country which could be done by a multinational company or by themselves. The employees who move to the overseas with their own decision they are called Self-initiated expatriate and they have some differences with traditional expatriates. So this study attempt to find out the comparison between these two groups. Moreover, these both groups of expatriates are likely to be faced various subjective and objective barriers in their expatriation period. In present literature, there is a literature gap on barriers of self-initiated expatriate and their successful expatriation process though there were various research have been taken on traditional expatriates. The research has been taken based on this point and it tries to show the human resource management's contribution toward these expatriates. This study also discuss about the successful expatriation of self-initiated expatriated and traditional expatriates and how the model of adjustment and expatriation cycle can assist them to overcome their barriers with the assistance of human resource management.

Keywords: Globalisation, Multinational Company, Employee, Overseas, Self-Initiated Expatriates, Traditional Expatriates, Subjective, Objective, Barriers, Successful, Human Resource Management, Adjustment Model, expatriation Cycle.

1. INTRODUCTION

1.1: Overview:

Over a past decade, the organisations have been transforming into multinational organisations and create a different picture in global labour market. As global market has expanded, the international human resource managers have adopted various outstanding approached for managing expatriate in home and in host countries for making all overseas assignments successful. Often these assigned or traditional expatriates have experienced various difficulty such as underperforming issue, language barriers, adapting culture in the host country and they decide to back home country without finishing the international assignment (Hollinshead, 2010). Because of these early back of expatriates, often international human resource managers have to face challenges to fill this gap of expatriates in host country (Collings & Scullion, 2006; Lazarova, 2006; Mo & Jian-ming, 2010). Moreover, finding qualified people for this unfinished assignment and implementation of international staffing strategies on new expatriates can be crucial issues as it is time consuming and cost effectiveness.

Tung (1998) mentioned that the context for managing global staffing has changed ominously; moreover many studies of international management suggests that many multinational companies continue to undervalue the difficulties involved. In addition, Morley & Heraty, (2004) stated that issues about overseas expatriate assignment keep on growing due to high

costs and low returns. Besides, several of the traditional barriers consist of expatriate failure, costs and performance evaluation and others like growing demand for expatriates in multinational companies, particularly on emerging markets; low supply for international career, adjustment in host countries culture and specifically maintaining dual careers, can be considered newer challenges (Collings et al., 2007; Mo & Jian-ming, 2010).

Hence, qualified people are rare in global business and organisation - assigned expatriates used to provide needed talent but this is not enough to achieve organisational needs which already have discussed. Therefore, a diverse breed of international mobile talent known as Self-Initiated Expatriates (SIEs), are playing a vital role to fill this labour gap in various multinational companies (Andresen et al., 2013; Dickmann and Baruch, 2011). Carr *et al.*, (2005) argued that many skilled individuals pursue global career opportunities and expatriate themselves. According to Vance (2005), SIEs defined as someone who takes decision to move to a new country from their home country to live or work and this move usually for a longer time than traditional expatriation. Moreover, Tharenou and Caulfield (2010) defined SIEs as the diverse group of employees who are not allocated to a host country by a multinational company though they have decided to travel to a new country for working and living and job will be arranged by them (Cao *et al.*, 2011). On the contrary, Hollinshead, (2010), traditional or assigned expatriates (AEs) defines as expatriates who already have a job by an employer and move to another country with an assign task by his/her company.

1.2: Motivation and Purpose of this Research:

As Dickmann and Baruch (2011) argued prior section that traditional talent management (AEs) unable to fulfil the requirements of globally operating organisations, therefore these requirements are filled by self-initiated expatriates however they are neglected source of the international talent flow. So, researcher's motivation grows as the significance of neglected talented diverse group called SIE are increasing rapidly globally and in present literature it is quite new and unfinished area and it is becoming and crucial burning area in international human resource management perspective (Dickmann and Baruch, 2011).

Moreover, Inkson *et al.*, (1997) mentioned about a new type of global career, attention in self-initiated expatriates have thriven and this study has focused on SIEs more than AEs as it is a totally a new area in human resource management field comparing with traditional expatriates (Tharenou and Caulfield, 2010; Howe-Walsh and Schyns, 2010). Furthermore, globally, many SIEs move countries for occupational prospects and specialise in their progress area (Harvey, 2011). In addition, Doherty *et al.*, (2011) argued that nevertheless, career development is playing a massive role of in motivation of SIEs to move in overseas. So, career success is the one of the fundamental consequence of expatriation. However, on the career success of SIEs, unexpectedly there is a little discussion and acknowledges a literature gap in recent study.

To aim of overcoming this literature gap, the existing research goal to development the knowledge on self-initiated expatriation and how this diverse group accomplish their expatriation success in the host country through the association of HR. Besides, several researchers (Collings *et al.*, 2007; Thomas et al., 2005; Suutari & Brewster, 2000; Inkson *et al.* 1997) argue that SIEs may have different motivational factors than Assigned expatriates (AEs), differ on economic support origins, individual skills, career stages and target, and other concerns (Mo & Jian-ming, 2010).

The growing number of SIEs is one of the great opportunities for multinational organisations to increase the international candidate pool at a lower cost than traditional expatriates. Though, there is a lack of empirical investigation on the individual, organisational and national issues faced by SIEs on how to adjust themselves in the new atmosphere. In order to create a general view of the undervalued SIE phenomena, this research will attempt to discover the basic characteristics of SIEs practices through an extended review of the existing literature where comparison will be shown with traditional expatriates in opportunities, motivations, barriers and developments of their career.

1.3: Research aims:

An innumerable of issues and challenges have to face by self- Initiated expatriates (SIEs) and traditional expatriates when they make decision to move from their native country to a new country for the purpose of work and live (Howe- Walsh and Schyns, 2011). Though, the motivation factors are different between these two groups and they face slightly different issues to adopt the new culture. The main aims of this research is to distinguish between traditional expatriates and SIEs, especially in their motivational factors, development opportunities and possible adjustment related issues in new culture

which are likely to face by them. Moreover, this research will discuss about the boundary-less career concept of SIEs and traditional expatriates, and compare and contrast their opportunities. Another major aim of this study is to find out how SIEs and AEs achieve a successful expatriation in light of expatriation cycle and collaboration of human resource management.

Furthermore, this study will investigate focusing on the adjustment model of Black, (1988) and Black *et al.* (1991) emphasis on the factors of adjustment of SIEs and Traditional expatriates in host countries. Once distinguish essential comparisons between AEs and SIEs, this research will integrate more into framework such as cultural adjustment model and expatriation cycle concept. Although cultural adjustment will demonstrate a process of how expatriate successively accomplish career progression, expatriation cycle will illustrate with the influence of HR how expatriates will achieve a successful expatriation.

1.4: Research Objectives:

The objectives of this research are given below:

- i. Identify what the issues are facing by SIEs and AEs – In term of cultural adoption, development and opportunities.
- ii. Understand what are the diverse development components and experiences require to SIEs and AEs to adjust in host countries and overcome those issues.
- iii. Explore various frameworks (e. g. Boundary-less concept, cultural adjustment model, and expatriation cycle) and through that find out how to achieve career success.

In sum, the intention of this research is to explore who are these self-initiated expatriates in terms of traditional expatriates, how or when does one become a self-initiated expatriate and what are their core motivations of choosing these routes. Besides, comparing with traditional expatriates, what differences and challenges self-initiated expatriates are likely to experience to build and develop their career and how do the both groups overcome these possible challenges and barriers and achieve career success with the association of HRM.

1.5: Research Questions:

In the light of the previous discussion, this research paper will investigate on the following given proposed research question:

1.5.1: Main Research Question:

“To what extent Self-Initiated Expatriates and traditional expatriates distinguish in the contemporary international human resource field and how will they achieve successful expatriation with the association of human resource management?”

To support the main research question, there are four sub research question have created and there are given below:

1.5.2: Sub Research Questions:

- i. Who are these self-initiated expatriates and why are they becoming significant in the current business world?
- ii. What are the differences between SIEs and AEs?
- iii. What are the motivations of SIEs compared with AEs?
- iv. What are the barriers likely to be faced by SIEs and AEs in the host country and how will they overcome those in term of career success?

1.6: Framework of Chapters:

Chapter one has discussed the background, context, motivation, purposes, aims, objectives, and identified the research questions.

In Chapter two, literature review will be presented based on existing literature which will explore the sub research questions with necessary theoretical background and frameworks.

Then, in chapter three methodology will be demonstrated with the research design strategy, research strategy and data collection. Basically this research will be created base on secondary data followed by narrative methods where qualitative data will demonstrated support the research questions.

By employing these data which are collected from various secondary sources, the results of this study will be demonstrated in the chapter four which is generally the answers of the research question. Furthermore, based on the whole research work a discussion will be summarised in the chapter four which will critically evaluate the findings of this research and will try to link them back to the present literature.

Finally, in chapter five, conclusion will be demonstrated the possible scope, limitations and an overall summary of the research. The research proposal and dissertation log will be attached in appendix and a reflection account will be given before the reference section where researcher experiences will be reflected in the light of this study.

2. LITERATURE REVIEW

2.1: Introduction:

In this part, this research offers a brief outline of the theoretical approach adopted by SIE and AEs researchers. Previously many self-initiated expatriation researchers have embraced several hypothetical and theoretical methods to clarify the phenomena of SIEs and a mutual viewpoint is that most of the researchers have relied on the protean career concept and the boundary less career model to clarify SIEs' involvements (Hall, 2004; Arthur & Rousseau, 1996; Sullivan & Arthur, 2006). However, several existing academic researches of SIEs are descriptive and exploratory rather than base on theoretical framework. Before finding out how to overcome these barriers, it's crucial to identify the contemporary barriers facing by both of the groups.

So in this part, this study will give a review and summarise base on the contemporary SIE studies in terms of comparing with traditional expatriates' development opportunities, motivations and barriers they are likely to face in host country. At the beginning of the chapter, it has focused mainly on SIEs phenomena as it is crucial to understand how this diverse new group become the substitute of AEs. This review is based on thirty five SIE and AE journals, articles and books and the researchers adopted qualitative approach to generate this chapter.

✚ Who are these self-initiated expatriates (SIEs) and why are they becoming significant in the current business world?

2.1.1: Definition of SIEs:

SIEs can be defined as employees who choose to be migrated for working and living to overseas. According to Howe-Walsh & Schyns, (2011) SIEs initiate their own expatriation in the host country and find a position in job. Moreover, researchers like Inkson et al. (1997); Richardson & Mallon (2005), Suutari & Brewster (2000), Lee (2005) argued about self-initiated expatriation concept and defined as SIEs are a group of people who have decided to pursue their careers in overseas without being assigned by a company. Basically, Suutari & Brewster (2000) introduced the concept of the Self-Initiated Expatriate in their article called "*Making Their Own Way: International Experience through Self-Initiated Foreign Assignments*" (Dorsch et al., 2013, P: 42). Besides, many researchers such as Inkson et al. (1997) and Jokinen (2008) argued that the concept of SIEs is an opposite term of Assigned Expatriates. Assigned Expatriate is somebody who has taken up an assigned position by an organisation in overseas for a fixed period (Puulmann, 2011).

2.1.2: Why is SIEs significant?:

SIEs trend to become a crucial area to research in IHRM perspectives as there is not much study on this. Moreover this group of employee fill the gap of international labour market. According to Andresen *et al.*, (2013) globalisation and the development of multinational organisations have led to an escalation in the number of employees spending a certain period of their life working and living in overseas. Although the existing literature has focused on organisational expatriates sent overseas by their employers, self-initiated expatriation is becoming a significant area of study and this research will be focused on that career path. Manpower, (2010) mentioned that talent shortage has become a prevalent issue globally and more than thirty per cent of employers globally are facing struggle to fill these positions due to the lack of appropriate talent available in their market.

In addition, according to Manpower, (2006) numerous professionals people, who progressively initiate and finance their own expatriation to take benefit and advantage of appearing labour opportunities created by a shortage of professionals globally and these days various international organisation rely on these experts and professionals who are known as SIEs (Banai & Harry, 2004; Suutari & Brewster, (2000); Chen, (2012) Andresen et al., 2013). Moreover, SIEs manage their own finance of their expatriation and they are not relocated through organisations; instead SIEs move to new host country by their own decision as they want to achieve and adopt international and career progress opportunities (Myers & Pringle, 2005, Chen, 2012).

2.1.3: Boundary less Career Concept:

Previously mentioned in the introduction of literature review that a mutual viewpoint revealed by the most of the researchers. This group of researchers (Sullivan & Arthur, 2006; Hall, 2004; Arthur & Rousseau, 1996) have relied on the protean career concept and the boundary less career model to observe SIEs' phenomena of contemporary international business world. This boundary less career concept emphasises on the role of SIEs transforming their careers by themselves.

Moreover, Vance (2005) recommended that these SIEs should not rely on the companies but should be focused on their career progress and emphasises themselves in emerging and employing their global experiences and competencies. Besides, Vance's (2005) mentioned about an essential feature of SIEs that they move from organisational-based careers to careers that are organised and controlled by themselves. Alternatively, the boundary less career perception represents to "arrangements of job opportunities that go beyond the limitations of particular employment settings" (DeFillippi & Arthur, 1996).

According to Chen (2012), lately the boundary less career has been elucidated and hypothesized into two dimensions. First dimension is Physical mobility and the second one is Psychological mobility. Physical mobility is a real physical transitions make across boundaries and Psychological mobility means the transitions of individual's perception (Sullivan & Arthur, 2006; Chen 2012). Moreover, Peiperl and Jonsen (2007) studied on these dimensions of boundary less career and stated that the boundary less phenomena of international profession is growing base on the job category as some job needsthe employee movement tangibly move to the overseas and cooperate with the host country's working environment to finish the task. Based on this, SIEs must score higher on both physical and psychological mobility if they want to create a benchmark in their career. In order to doing so, SIEs require creating physical transitions across domestic boundaries and adjusting with a host country's various cultural dimensions (Chen, 2012; Andresen, *et al.*, 2013).

Both AEs and SIEs have to adjust with the host country's culture and psychological mobility is very vital as well as the physical mobility. There are some barriers faced by these two groups when they make these transitions in the host country. These barriers and challenges will be discussed in the section (2.4).

✚ What are the differences between SIEs and AEs?

2.2: Differences between SIEs and AEs:

Now a days it has become very normal that SIEs and AEs control their own career. In order to do that these two groups of people often face many difference and similar issues in their expatriation period in the host country. Mainly, Inkson *et al.*, (1997) has been the first one to research the area of SIEs and defines them as young people, mostly in their early career stage with the motivation of social and fun aspects (Puulmann, 2011). On the other hand Suutari & Brewster (2000) brought in a bigger dimension showing the SIEs is a diverse group of employee who are more careers oriented when doing their own choices. Carr *et al.*, (2005) argued that SIEs make up a bigger diverse group than AE's (Puulmann, 2011). Basically, day by day SIEs is growing in the host country as their choices of their career focuses on many macro and micro aspects of host and home country.

2.2.1: Boundary less Concept Distinguishing SIEs and AEs:

Many SIEs academic researchers have embraced several theoretical methods to clarify SIEs phenomena. Arthur *et al.*, (1999) cited that it does not matter that SIEs are for long or short term, people who accept self-initiated overseas experiences are functioning in the career model, which contrasts from the traditional organisational career (Thorn, 2009). So, in this section SIEs will be linked to this boundary less career concept and outline how it differs from AEs.

According to Myers and Pringle, (2005); Thomas *et al.*, (2005) and Scullion *et al.*, (2007) SIE represents an alternative concept name as “boundary less career” in a global perspective. Previously, most of the research had taken based on global careers of international managers who are assigned by an organisation (AEs). However, AEs is effectively implicit but very less attention has been devoted to SIEs comparing with AEs. It has been noticed that a lack of reasonable and comparative experiential study on the contrasts among AEs and SIEs and precisely regarding the contrasts in their professional directions, development and as well as in their motivations.

Arthur (1994) states that SIEs can be seen a subgroup of international worker who pursue boundary less careers. Moreover, Thorn (2009), mentioned that in the traditional career, AEs were expected to stay employed with specific organisation, attaining superiority with time and age (Arthur and Rousseau, 1996) on the contrary, in the boundary less career, individuals are liable for their own careers prospective and organisations are not responsible for any personal enhancement unless SIEs get hired by them (Thorn, 2009). Besides, the boundary less occupation concept refers to “sequences of job opportunities that go beyond the boundaries of single employment settings” (DeFillippi & Arthur, 1996: 116).

Moreover, According to Inkson *et al.*, (1997) SIEs have been related deeply to the boundary less career perception, which are distinguish with AEs as a career and reveals various differences in employment settings such as individually development plan; design of their professional life and evaluation them without depending on organisations (Arthur and Rousseau, 1996; Arthur *et al.*, 1999; Beimann & Andresen, 2009). Stahl *et al.*, (2002) emphasised mainly on the latter criterion and maintained that the concept of boundary less careers advises that the AEs investigated in their study value overseas work knowledge for enhancing opportunities, skills achievement and individual progress and development. It indicates that the work experience in overseas would be measured for improving their internal career more than external one (Jokinen *et al.*, 2008). According to Inkson *et al.*, (1997) The main differences between AEs and SIEs are that AEs assume employer-reinforced career supervision and guidance, while SIEs accept sole obligation and responsibilities for the design, planning, development and organise their career (Andresen *et al.*, 2013.) This means that SIEs have a bigger liability and accountability to enthusiastically outline accomplishment and take steps to accomplish successful expatriation.

2.2.2: Decision Making:

The major difference between SIEs and AEs is turning around the initiator of the decision to work outside the home country (Dorsch *et al.*, 2013 cited in Andresen *et al.*, 213). SIEs are not controlled by a multinational organisation, and they make the decision to work in the overseas by themselves and they are hired as locals though AEs stay in employment with their parent country’s organisation (Dorsch *et al.*, 2013). Moreover, Carr *et al.*, (2005) maintained that SIEs represent a larger and ultimately more substantial group than AEs. Such as example, Suutari and Brewster (2000) illustrated that thirty-three per cent of the four hundred forty-eight respondents are considered SIEs. Furthermore, Crowley-Henry, (2007) stated that self-initiated expatriates are not expatriated back to their home country but they can take decision about it. So it is entirely up to SIEs whether they want to return to their home country or not but in the case of AEs, the parent country decides whether AEs will stay or not after a particular task.

2.2.3: Mobility and Flexibility:

Comparing with AEs, SIEs shows a higher organisational mobility and flexibility that supports them to become into human asset for an organisation (Andresen 2009). Moreover, SIEs are less likely to be married or living with partner or have children, they want to keep themselves completely flexible and prepare for relocate anywhere in the world (Cerdin & Pargneux, 2010). It turns a great focusing point for organisation when they hire international employees for any assignment and selecting right people for right task increases organisational outcome (Andresen *et al.*, 2013). Besides, SEs is not repatriated to their home-country organisation and they decide by themselves where they want to move next but in the case of AEs, they return to their home country’s organisation and work for them (Crowley-Henry, 2007; Suutari and Brewster, 2000).

Furthermore, Carr *et al.*, (2005) mentioned that the boundary less international career concept is more about surrounding with global flexibility and focused on the positive attitudes of international workers. Many researchers like Inkson *et al.*, (1997); Banai and Harry, (2004) argued about the boundary less career has been followed by SIEs. Basically they are following its route which have characterised by a professional uniqueness and it is free from the binding of the

organisation. Though, SIEs are free from the obligation of organisation, companies often use them as an alternative of AEs and they are bound to follow the company's organisational culture.

2.2.4: Development Opportunities:

Both SIEs and AEs desire to develop their career in every possible ways. Individual perspective plays a vital role over here. AEs get opportunities to improve their skills, enhance their personal and occupational experience, and minimum annual training days given by organisation give them opportunities to develop their individual and organisational performance (Andresen *et al.*, 2013). On the other hand, SIEs initiate the necessary training and development by themselves as they want to be attractive in international job market. Many multinational companies look for experience SIEs as they become great asset to the company to achieve the best result (Dorsch *et al.*, 2013).

As already mentioned earlier that, AEs has a job which is arranged through their home organisation beforehand of leaving their home country. Contrary to SIEs, AEs generally get training before leaving for the international task in the host country. Moreover, some typical packages are always ready for the AEs which contain language and culture adoption training and a reward package must be containing with that. Furthermore, with that package other essential contains added to motivate the expatriates such as educational benefits for expatriate's children, medical facility, renting facilities and many more (Andresen *et al.*, 2013).

The international assignment is usually restricted for certain period and company expects from AEs to come back and join the home country and the timeline for them can be from three months to five years (Puulmann, 2011). In contrast, the time measurement of expatriation of SIEs is unclear and they can plan to stay for a longer period of time and choose their own career. The aspects mentioned above create a lot of difference between SIEs and AEs.

✚ What are the motivations of SIEs comparing with assigned expatriates?

2.3: Motivation:

Motivation can be played differently base on diverse human needs. Some people love to achieve experience as well as traveling to new countries. Some are just want to learn new languages, culture and geographical factors. Some SIEs are motivated through money such as developing countries people move to developed countries just for having better life and great compensation. According to Suutari & Brewster (2000), SIE is a group of very diverse people with different reasons, motivations and plans to move overseas. As the motivations and conditions of finding a job in overseas are different from people to people, therefore it is rational that the usual tasks of the job will be characterised differently between AE and SIE's (Suutari, Brewster 2000). As mentioned earlier, SIE is a group of people who are not similar, they differ on the basis of their motivation to expatriate, their aims and being at different stages at their career (Puulmann, 2011). This creates one of the great explanations why SIEs are such an interesting group to research.

2.3.1: Motivation in HR Perspectives:

Some expatriates move to overseas to begin a new career and they focus on improvement on their career, some might be employed enthusiastically by many companies as companies are short to fill the particular talents in local labour market. According to Howe-Walsh & Schyns, (2011), SIEs move to a host country by their own initiative and when they enter to job, HR may not find the specific skills which are essential for the task. Therefore they need to train them and make SIEs into their valuable human asset of organisation. At the first glimpse, enthusiasm for moving to a host country might appear very less significant in IHRM field and many researchers argued that it is very significant area, though there is a literature gap in the present literature (Andresen *et al.*, 2013).

Moreover, in terms of HR practices, AEs already have a job and relocate to overseas to take the position will be possibly more ready for the job related features in their expatriation, although they are not ready for the intercultural challenges. In contrast, SIEs who already in overseas or in host country are probably not very prepared for job related challenges but they are more capable to overcome intercultural challenges as they are already living in the country (Howe-Walsh & Schyns, 2011). So in the selection or recruitment, HR needs to utilise this point which mentioned above and choose the right person for appropriate task.

2.3.2: Boundary-less Career option:

Mainly boundary-less career option is the main motivation for SIEs. There is no restriction and multiple opportunities always attracted by the group of people. Researchers like, Richardson & Mallon, (2005); Tharenou, (2008) have focused on the boundary-less Career concept to explore SIEs' decision for self-initiated expatriation and found that their motivations to pursue career expansion opportunities, cultures, the experiences of adventure, and changes of life which are main vital drivers or triggers. On contract, AEs also desire to peruse a boundary less career to development themselves productively and it's a great opportunity to expansion their organisational and individual competencies (Andresen *et al.*, 2013). However, not all of them want to peruse this international experience as they face dual career issue and work life balance issues. In the section of (2.4), AEs and SIEs barriers will be discussed and this study will focus on the dual career and work life balance issues more effectively.

2.3.3: Career Capital Concept:

Many literatures of DeFillippi, (1996); Inkson, & Pringle, (1999); Inkson & Arthur, (2001), Carr *et al.*, (2005); Al Ariss, (2009) on self-initiated expatriation often refer to the career capital as an essential device for progressing professional knowledge and experience (Al Ariss, 2009). According to DeFillippi, (1996), career capital comprises of knowing-why, knowing-how, and knowing-whom competencies and knowing-why is connected toward individual motivations to chase a particular career route (Arthur, Inkson, & Pringle, 1999; Inkson & Arthur, 2001). However, Carr *et al.*, (2005) stated that in self-initiated expatriates' case, this refers to the element which inspires their choices and decisions on where to go. Besides, Richardson *et al.*, (2003) mentioned that the knowing-how abilities comprise of personal' knowledge, skills, education, and work experiences and finally, knowing-whom abilities are accompanying in interpersonal and proficient linkages and networking. For example meeting new people is helpful to professional progression and networking offers various chances for expending and emerging human asset (Arthur *et al.*, 1999; DeFillippi, 1996; Al Ariss, 2009).

✚ What are the barriers likely to be faced by SIEs comparing with AEs in the host country in term of career success?

2.4: Barriers of Host country:

SIEs and AEs face plenty of challenges and critical barriers when they are in host country. Cross-cultural adjustment difficulties are one of the main issues faced by both of these groups. However, SIEs have the great responsibility to overcome these difficulties by themselves as they do not have a "parent" company to support them. Though AEs get more flexibility and opportunities to deal with these issues as their parent company assist them before and after overseas period. In spite of facing tougher conditions than AEs, often SIEs have better collaboration in adjustment perspective in the host country (Peltokorpi & Froese, 2009; Chen, 2012).

As SIEs are more driven to live and work in overseas comparing with AEs, SIEs are more possibly to engage themselves in the overseas country's culture and to co-operate with local, and this enriches their communication and general interaction adjustment (Andresen *et al.*, 2013). However, comparing with SIEs, AEs are more likely to face dissatisfaction issues, cultural adoption issues, languages barriers, underperforming issues, and dual career issues. On the other hand, compared to AEs, self-initiated expatriates experience additional structural obstacles such as obtaining visas and work permits and even unemployment issues (Al Ariss & Özbilgin, 2010). Base on the qualitative research on boundary less career concept and career capital theory this study found that SIEs and AEs face many challenges and barriers which are given below:

2.4.1: Physical mobility issues:

Basically, SIEs face more physical mobility issues than AEs. Such as, they face more obtaining visas issue; work permits issues and unemployment issues which constrain their career in abroad (Al Ariss & Özbilgin, 2010). Moreover, Inkson and Myers (2003) revealed that when SIEs were unable to attain proper visas and work permits, they occupied themselves in jobs that did not match their academic and professional qualifications (Chen, 2012). As an example this study focus on Inkson and Myers (2003) studies and they found through the interviews with 50 New Zealanders, that SIEs did not get suitable visas and work permits and they job they do in overseas do not suit their qualification (Al Ariss, 2009) .

2.4.2: Organisational Issues:

Often multinational companies and institutions could disgrace SIEs' educational qualification, knowledge and professional experiences match their requirement which lead them direct to return home or in underemployment or (Carr et al., 2005; Al Ariss, 2009; Chen 2012). Based on these outcomes, it is not shocking that a corporate obstacle faced by SIEs is perceived underemployment. Furthermore, deficiency of job autonomy, job pertinence, job security, job variability, and fitting these to the psychological contract are linked to SIE underemployment which directly indicate to negative employment attitudes such as job dissatisfaction, career dissatisfaction, and work isolation (Lee (2005).

Besides, Begley *et al.*, (2008) found in their studies that SIEs perceived that their global knowledge and experiences were undervalued in the host country, and they are ended up in underemployed stage. This links also with Fang *et al.*, (2009) studies that most of the SIEs have inferior salaries, limited raises, and fewer professional development and gratification when matched with AEs and native of host country (Chen, 2012; Andresen *et al.*, 2013). On the other hand AEs face underperforming and organisational stress issues in the host country. Hollinshead, (2010) mentioned that according to GMAC/GRS (2007) review, it is found that ten per cent of expatriates returned early and the main reasons are dissatisfaction, failure to adjust to the host work environment and location. In addition, the cause of dissatisfaction can be caused by miscommunication and co-operation from host country's organisation.

In addition, the concern of repatriation, returning to the home country has been the vital topic in IHRM study (Pickard & Brewster, 1995; Peltonen, 1998). In spite of the fact that study tends to show that global companies have various way to manage this successfully, many study finds clear differences between SIEs and AEs with regard to repatriation arrangements. A lot of AEs leave parent organisation after come back from host country as they feel undervalued or lack of opportunity from parent company (Hollinshead, 2010). One of the other, SIEs always repatriate to their home country as they might face some issues in the host country such as cultural shock, loss of employment, family separation and language barriers (Tharenou & Caulfield, 2010). Career disputes tended to figure hardly in such decisions, but lifestyle disputes were imperative (Dorsch *et al.*, 2013). AEs are more likely to repatriate than SIEs and demographic aspects had little influence on this decision but life style was significant though in this case in the opposite direction (Tharenou & Caulfield, 2010; Dorsch *et al.*, 2013).

2.4.3: Individual or Physiological Issues:

Comparing with AEs, SEs is less likely to face cross-cultural adjustment, cultural shock difficulties issues as SEs are already in host country and their adaptability are stronger than AEs (Black *et al.*, 1991; Chen, 2012). However, AEs get pre training opportunity from the parent organisation. So to cope up with these issues are being easier for AEs in some case though they face more dissatisfaction and underperforming issues in host country more than SIEs (Hollinshead, 2010; Andresen *et al.*, 2013). Besides, adjustment in new culture is a crucial barrier for both of groups. According to Dorsch *et al.*, (2013) when SIEs have made the choice to move overseas, their adjustment becomes a vital concern in the host country.

Al Ariss, (2009) suggested that the career capital theory reveals the emphasis on the role of individuals in shaping and determining their career experiences and SIEs practice their career capital in order to achieve work-life balance or subjective career success. Besides, Arthur et al., (1996); Gunz et al., (2005); Heslin, (2005) argued that subjective career success is linked to job satisfaction and work-life balance such as better connection with family life (Al Ariss, 2009). This career capital theory has two main assumptions, first one is that the individual manages their careers freely base on the micro-organisational and macro-contextual settings and second, gender and ethnicity are unexpressed in this theory, as if these do not impact career choice (Al Ariss, 2009). For example, gendered relations are in peoples' daily work activities and thus affect their profession choice (Bourne & Ozbilgin, 2008; Al Ariss, 2009).

In sum up, the intention of literature review was to find out the relevant importance of SIEs phenomena which recently has taken a significant position distinguishing with AEs in contemporary IHRM field. In doing so, SIEs have outlined a great effective picture in boundary less career concept, discussed about motivational features and found various kind of barriers in the host country comparing with AEs. Moreover, in the section (2.4) discussed various kind of issues which are likely to be faced by SIEs and AEs. There is a literature gap on their successful expatriation. So base on this literature review, this research will investigate on the overcoming aspects of those issues which have mentioned above and will be given a demonstration of it in chapter four in the light of adjustment model and expatriation cycle concept.

3. RESEARCH METHODOLOGY

3.1: Introduction:

The main aim of this research is to find out how SIEs and AEs will overcome their barriers which are likely to face in overseas and how HRM involves directly and indirectly to make their expatriation successful in the host country. Previously in literature review have discussed various subjective and objective issues faced by SIEs and AEs. Moreover, this study have discussed these expatriation phenomena in the literature review part and found out how they distinguish from each other in term of motivation, boundary less career option, opportunities and barriers in the overseas. So, to find out the solution of overcoming these barriers by these two groups of expatriates, this study aims to investigate and gathering data and give an effective recommendation to overcome these issues in theoretical perspective. In this chapter, research design, research strategy, narrative approach, data collection and data analysis will be discussed.

3.2: Research Design:

With the intention of answering the main research question, this study is aiming to explore these both expatriates (SIEs and AEs) in light of adjustment model and expatriate cycle concept. This study is based on secondary data and qualitative data are collected from various books, article, journal and websites. In this research, narrative method is followed and qualitative investigation is more appropriate than quantitative investigation in order to understand subjective phenomena (Ritchie & Lewis, 2003). In the introduction and literature review this study discussed how this diverse new group is becoming significant in the HR field though constantly they are undervalued by employers and organisation is losing potential talent. Moreover, there is limited study regarding SIEs's overcoming barriers though AEs have plenty.

According to Anderson, (2009) there are many different ways of tackling research projects in human resource research such as: positivist, interpretivist or mixed – methods. The research will be based on interpretivism epistemological position. Moreover, this study has taken narrative method and it is inductive; interpretative; explorative and theoretical. Without a doubt, interpretivism is pragmatic application with the intention of understanding and exploring the experiences and involvement of SIEs and AEs through their narratives (Bryman, 2008; Ritchie & Lewis, 2003). The interpretivist researcher views social phenomena as a product of human interactions that are not always predictable or rational because they are a product of shared understanding or meaning (Anderson, 2009; Saunders et al., 2007).

So this research is taking narrative method and consist all the present findings in an informative way. By applying theory on the issues which have discussed in the literature review, HR can understand how they should approach with expatriates and it indicates this research in theoretical perspectives.

3.3: Research Approaches:

This research is employing a qualitative approach to investigate the social world of SIEs and AEs and find out their solution of various barriers which are likely to face in overseas. In order to do that, this study will reflect this solution in theoretical context. Moreover, employing this method, this study allows revealing the previous researcher's qualitative and quantitative study on SIEs and AEs (Anderson, 2009). As it already mentioned earlier that this research is based on the secondary data resource, so this study has the opportunity to explore various sources of article, books and journal and many websites in internet so that it can collect collective data which will be created the answer of the research questions (Saunders *et al.*, 2007). Besides, learning SIEs and AE's real situation through many described sources bring new understanding about these phenomena.

Moreover observing many researcher previous articles, it reveals that the narrative approach assist to answer the main question of this study. It was hard, and there are many possibilities of answering the main question, But among of all expatriation cycle model have been chosen to demonstrate this research. Basically, it's a theoretical study and theories will be used to support the research answer effectively. This appeals partially, from the expatriation cycle and the adjustment model in theoretical perspectives, with an emphasis upon critical reflection on the overcoming the expatriation failure (Brown and Duguid, 1991). Moreover, Elkjaer (2004) recommended to new researcher that they must understand the need of research; focused where it needs to be done and on their barriers which mainly come out through their actions. For an example, when an expatriate goes abroad or changes post they face various issues this can be an observing issue or studying focus point (Andresen *et al.*, 2013). So base on this point, this study is taking an initiatives step on the expatriation issues. Moreover, this research allows an inspection into what occurs when SIEs and AEs face these barriers and

contributes an understanding into how multinational organisation applies these phenomena and how they implement them for establishing their roles and characteristics in individual and organisational perspectives (Andresen *et al.*, 2013).

Besides, theorising illustrates how this study can find an effective way to overcome the expatriation failure and represents of organisations and individual achievements; as an alternative, to emphasis on the social worlds of “united movements and interactions moulded by discrete commitment” (Elkjaer, 2004). This is valuable for investigating how the Self-initiated expatriates involve in career capital theory and traditional expatriates engage in expatriate cycle to overcome the barriers or avoid expatriation failure (Hollinshead, 2010). Moreover, this process permits the study to become fit rounded perceptions to the intricate phenomenon within its actual expatriate’s life context, particularly when the limitations are not outlining evidently (Yin, 2008 & Anderson, 2009).

Moreover, this study will take the narrative approach which previously mentioned. According to Anderson, (2009), the narrative approach does not endeavour to restructure the meanings of the domain, but as a substitute to recognise the fundamental principles and values and comprehend the significance of the structures and appliances of diverse elements and try to make a set of information which is easier to understand and acknowledge. This study is collecting data from various secondary sources and completely focusing on the contemporary IHRM field which is becoming significant and expanding in boundary less career perspective. However, these SIEs are undervalued and facing various issue comparing with AEs in their expatriation (Andresen *et al.*, 2013).

Understanding recent issues of expatriations and through this research get various overcoming approach is the fundamental outcome of this study. Moreover, it is important to understand how the process of self-initiated expatriation is taken over a vital place in international human resource management area. Though secondary narrative approach only can set it properly but cannot establish new findings and this is not complete. The intricate stories generated for the investigation of circumstances that have been tried to be assumed and clarified, though it can be damaged by the “real” world (Anderson, 2009). The why SIE’s and AEs face various subjective and objective issues in processes of expatriation and how this phenomenon overcome those issues will be tried to be understood by this study. According to Anderson, (2009), the emphasis of narrative method is the implication of group phenomenon (e. g. SIEs, AEs) and the fundamental devices connected to the situation specially it focus on the influencing aspects and consequences by them.

In summary this research will be based on secondary data and sources of secondary data are previous researcher’s frameworks, survey, interviews, articles, journals, books and internet resources. Qualitative data and narrative approaches will be taken in this study and it will be observed to understand the phenomena of SIEs and AEs and theories such as adjustment model and expatriates cycle will be outlining an effective way of overcoming expatriation failure in the section four (Finding) of this study.

3.4: Secondary Data:

As this study is based on completely secondary data, it is essential to acknowledge about advantage and disadvantage of secondary data. Secondary data are collected by other researcher it means researcher uses previous researcher’s findings. For various research questions, the foremost benefit of using secondary data is the massive saving in resources, particularly in term of researcher time and money (Ghauri and Gronhaug, 2005 cited in Saunders *et al.*, 2007).

Moreover, the researcher have more time to think about theoretical aims and functional problems, as data already will be collected, and subsequently researcher will be capable of employing additional period and determination to analysis and interpret the data (Saunders *et al.*, 2007). Furthermore, in unobtrusive perspective secondary data has a great advantage as higher quality of data could be obtain already in the sources (Stewart and Kamins, 1993). Furthermore, a comparative study may also be possible if comparable data are obtainable. Still, it needs to be confirmed that the data which have collected for comparing and recorded using methods that are comparable (Saunders *et al.*, 2007). Besides, this data is very useful in comparing context. It can provide comparative and contextual data (Saunders *et al.*, 2007). In addition, secondary data usually deliver a source of data that is permanent and available in a form that may be checked comparatively easily by others and this data are available to public inquiry (Denscombe, 1998 & Saunders *et al.*, 2007).

In spite of having various advantages of secondary data, there are some particular issues exist of using secondary data. Such as, secondary data will be collected for a particular reason that could be differs from the research problems (Denscombe, 1998). Moreover, data can be not updated and it failed to meet the research objectives (Saunders *et al.*,

2007). So researchers have to be aware of this issue always. Besides, access to the secondary data can be very difficult or costly in some case. For an example, Market research reports, such as created by Mintel or Keynote, are very costly (Saunders *et al.*, 2007) and CIPD membership cost a lot as without being a member of CIPD, some of the resources or data cannot be collected from their website (CIPD, 2013).

In this section, this study acknowledges various advantages and disadvantages of using secondary data in the research work. This study employed the secondary research strategy and therefore, it got more time to analysis the data and applied it base on the research questions. However, it is very essential for any kind of research work though choosing right data in right content is very essential.

3.5: Data Collection:

For the purpose of this study only secondary data were collected as it mentioned earlier that this research is based on secondary data. Secondary data donated to the creation of contextual information, therefore motivating the study through varied literature study such as books, journal articles, existing case studies and internet resources which are accessible on hard copy and online copy (Collis & Hussey 2009). The secondary instruments of qualitative data collection used as the research instrument in the approach to solve the research problems. This is majorly because it is advisable for researchers to employ multiple qualitative methods to enable them properly analysing a phenomenon and broaden its scope (Anderson, 2009). It is vital to consider this factor, as a single method of collating data research may not be accurate for an analysis or enhance proper comparison of information (Sekaran and Bougie 2009).

Secondary data are sourced from already published sites mainly for a specific purpose. Such data express views on qualitative and quantitative which are used for both business and management research in conducting basically descriptive or explanatory study (Saunders *et al.*, 2007). Hence, the advantage in the use of this method of data collection is, it saves time and cost (Sekaran, 2004), an example of this is documentary secondary data from journals or article where researcher is able to obtain qualitative data in respect to a company status. This method is further described as “generating statistic measures” (Bryman, 1989:116) derived from a company (Bryman, 1989:116).

Moreover, case Study which is another secondary data collecting method, research questions will be examined in depth and find out the different situation though this study is not based on case study. However, case studies assist research in systematic way to observe the collected data which will help to understand of what already happened, why and what already was done at past (Anderson, 2009). Secondary data have been taken from IBM and GE case study base on how they managed their expatriates through their HR. By examining those sources which mentioned above, a fragment stood up which required more pragmatic data and it became my limitation of my research. Basically, this study designed based on previous researcher’s assumption though this study observed this phenomena and gathered data in terms of answering the research questions.

With a purpose to achieve a complete view of the researched phenomenon, expatriation cycle and adjustment cycle (Hollinshead, 2010) applied on the success SIEs and AEs expatriation and overcoming their challenges in the host country. A narrative research method applied to disclose the assembly of SIE in IHRM field (Ritchie & Lewis, 2003) as various SIE’s data found in many journals relevant to research question. Certainly, a narrative investigation motivates lifetime period stories and this approach links in gathering data that enlighten individuals through their experiences. Connelly and Clandinin, (1990) mentioned that humans are story telling creatures and they individually and collectively lead their lives to the story and the narrative research is the way that humans can share their practice with the world. Data have been collected from various secondary sources. Collecting these data from various sources was very interesting, though to match with research question and fill the literature gap was quiet challenging and time consuming.

3.6: Data Analysis:

In this part, it will be discussed how the data of the study has analysed in term of getting the best result. It needs to be remembered that without proper analysing of data, the study paper can lose its productivity and efficiency.

This research has approached qualitative data which stated to all non-numeric data and can be productive of all research strategies (Saunders *et al.*, 2007). Moreover, he added that qualitative data have many aspects (e. g. Less Structured - more Structured; interpretivist – Procedural; Inductive- Deductive); because of it there is no standardised approach to the

analysis of qualitative data (Saunders *et al.*, 2007). So in this research, data were analysed based on following aspects which are less structured, interpretivist and inductive.

Moreover, grounded theory is the greatest extensively used structure when investigating or analysing qualitative data and it was applied to this research to get findings. Here are also various tools of grounded theory and among of all theoretical saturation and continual comparison tools were taken to analysis the data (Stern, 1994). The finest way to define the interpretative method is that share the mutual idea and viewpoint of the approaches that have used to define the effort of the person or persons under study (Stern, 1994).

Furthermore, Collis and Hussey, (2003) mentioned that the method constructs concept that is realistic to the area that is under examination. The data collected from the various secondary sources were structured into an agenda that intentions to make an effort to find out the solution of expatriation failure and overcoming barriers which are likely to face in overseas (Andresen *et al.*, 2013). Stirring from descriptive classification through to logical classifications that have tried to reflect comparisons (e. g similarities and differences) in this research and that's gave an opportunity to allow the expansion of a pragmatic framework (career capital concept and expatriation cycle) in the context of real world's experiences.

Besides, the grounded theory method has demonstrated useful of theories in term of having a strong result of research questions which are comparatively innovative. Moreover, the theories are applied to examine the result's productivity and effectiveness. This study is basically have grown through a comparison context between SIEs and AEs and ended up with their mutual and different issues or barriers which are faced by them in their expatriation period. Based on these perceptions, the comparative comparison method is applied with the intention of allowing further crucial overcoming results as well as applied appropriate theoretical framework (Stern, 1994).

Moreover, Smith (2004) mentions that interpretations of the data from various sources require cautious attention and observation as there is a hazard of understanding the "journey" concept as different investigators interpret differently, so, an open mind was deliberated to consent the facts of the individual (SIE and AE) experience to be taken efficiently. As this study has used data is a basically secondary, different writer express their perceptive in different way. So this study illustrated the notion from the narratives perspective,(Elkjaer, 2004), tries to distinguish between SIEs and AEs in term of considering individual and organisational context.

In summary, the entire part three is basically produced to understand the methodology of this research in term of various strategies and the intention of chosen those particular strategies based on the research objectives. Moreover, secondary data's advantages and disadvantages have mentioned in section (3.3) which outlined a different scenario as it requires understanding the value and quality of the data has been used in this research. Data analysis part illustrated the process of finding the effective results through using various aspects from many variables such as qualitative data approach, ground theory method and the comparative comparison method.

4. FINDINGS & DISCUSSIONS

4.1: Introduction:

The main aim of this part is to outline, how SIEs and AEs are distinguished in the contemporary international human resource field and how will they achieve success in their expatriation with the association of HRM. To demonstrate this part effectively, it will be divided into two parts. In the first part (4.1), some fundamental differentiation about SIEs and AEs in individual, organisational and political context will be outlined. And in the second part (4.2), based on a theoretical framework of expatriation cycle how SIEs and AEs can overcome the organisational and individual challenges and barriers which they are likely to be faced in the host country with the association of HRM practises. In the end a discussion will be given to understand the entire establishment of findings.

✚ To what extent Self-Initiated Expatriates and traditional expatriates distinguish in the contemporary international human resource field and how will they achieve successful expatriation with the association of human resource management?

4.2: Distinguish Between SIEs and AEs:

The result of this part has briefly summarized in Table 1. This table has divided into three perspectives. In every perspective (such as individual, organisational and political), has showed a clear comparison between SIEs and AEs. Results of this research indicate that there is no consistency in the literature regarding how much each of these two groups is defined by their terms and characteristics.

4.2.1: Individual perspectives:

From the table 1, about duration of SIEs and AEs is clearing different. SIEs rise from their own motivation to fill the gap of international labour gap and on the other hand AEs are formed by organisation in term of achieving organisational goal (Andresen, et al, 2013). Besides, the length of stay of SIEs in the host country is considered to be not predetermined (Suutari & Brewster, 2000) whereas AEs expected a predetermined period and the duration of this expatriation minimum three months to several months (Peltokorpi & Froese, 2009). Concerning the 'initiative' criteria, SIEs are more active than AEs as they are initiated by themselves and AEs are initiated by parent organisation (Myers & Pringle, 2005). However, in some case AEs reflected their self-initiatives in their expatriation (Hollinshead, 2010; Andresen, et al, 2013).

Regarding motivation criteria, SIEs seems to expatriates more for personal expansion, achieving individual goal and experiencing new culture in overseas (Andresen, et al., 2013). On the contrary, AEs are motivated to expatriate in overseas to achieve organisational goal as well as personal development and career development (Peltokorpi, 2008). For example, pre and after departure training, language training and opportunity to achieve international work experiences are the fundamental motives for AEs. Moreover, the findings of this research indicate that SIEs are not expected to repatriate whereas AEs are likely to be repatriation to their home country (Crowley-Henry, 2007; Andresen, et al., 2013). According to the comparison table, family of SIEs often move to host country after the self-initiated expatriate manages to get a job and adjust with the new culture. On contrary, family of AEs sometime move with expatriates but some case family prefers to stay in home country and wait for the expatriate's return (Andresen, et al., 2013). A SIE implies a movement across boundaries of country whereas an AE move within the boundaries of any multinational organisation (Carr et al., 2005).

Table 1: A comparison table have formed between SIEs and AEs in various perspectives.

Individual Perspectives		
Criteria	Self-Initiated Expatriate	Assigned Expatriate
Origin	Starting by individual motivation	Starting from a company
Duration	Long term, not predetermined, temporary to permanent	Minimum three months to several years, long term, predetermined.
Initiative	Initiated by individual	Organisational initiated, sometime individual and organisational dual initiated
Motivation	Personal and occupational enthusiasm with a domination on personal goal	Personal and professional eagerness with a dominance of organisational goal
Repatriation	No intention to repatriate before expatriation	Repatriation expected and it has agreement.
Relocation of family	Most of the case family relocate after expatriation (after get a job)	Either relocation of family or not.
Emotional attachment to Home/host country	Yes, with home and host country	Yes, with both. However, with home country more.
Movement	Crossing national and organisational boundaries	Crossing national boundaries but not the organisational.
Destination	Travelling to foreign country	Going to foreign company which can be a branch of multinational company or not.

Organisational Perspectives		
Executing work in overseas	Individually employed	Individually employed though controlled my home country in some case
Support	No support unless it mentions in employment contract in host country	High quality of training and support from host and home organisation
Compensation	Local (Host country) rate	It can be home or host country's rate, depending on employment contract.
Decision of Employment	Decision of employment made by host organisation	Decision of employment made by parent/home organisation
Career	Managed by individual/ Self-managed	Organisational career
Contract	Local contract	Contracted by parent country
Political Perspectives		
Citizenship	May be citizen or not, after living a period in overseas, they achieve it	Most of them come back to home country, very few stay in overseas after their employment contract and become a SIEs
Visa Status	Work permit status; none home country's company helps them to get work visa	Work permit status however parent company assist them in visa processing.
Taxation calculation	Base on host country's contract	Either home or host country's contract, depend on employment contract

4.2.2: Organisational perspectives:

According to table 1, SIEs and AEs execute work in overseas by themselves and their motivation helps them to accomplish the task. However, AEs have support from host and parent organisation such as pre and after departure training, on job training etc. (Peterson, Napier & Shim, 1996; Howe-Walsh & Schyns, 2010,). On the contrary, SIEs have very limited or no support from the organisation though it depends on the employment contract of host country's organisation and totally manage their career by themselves.

Moreover, SIEs have received compensation base on the local or host country's rate but AEs compensation rate decides by the parent company whether they get paid local rate or parent country's rate (Egner, 2013 cited in Andresen, *et al.*, 2013). Furthermore, decision of employment and initiative adequately distinguish between the terms AE and SIE (Table 1) as the decision of AEs to take a position in overseas, usually have made by organisation. On contrary SIE's decision always made by host country's organisation or new contracted company in overseas and they are contracted directly with them (Thorn, 2009). However, AEs are contracted by parent organisation and they just complete overseas task and committed to return in parent organisation (Hollinshead, 2010).

4.2.3: Political Perspectives:

Both SIEs and AEs groups are foreigner in the overseas or in the host country. For working and living in the host state, they need to have work permit and they require working visa. According to Andresen, *et al.*, (2013), SIEs and AEs could be citizen or not but after living for a certain period they can achieve the citizenship. Moreover, their tax calculation is based on the host country (Egner, 2013) though in some case home country decides for AEs whether they pay tax base on home or host country's rate.

This research has distinguished between SIEs and AEs in individual, organisational and political perspectives however, they face a lot of issues in the host country and those issues or barriers are becoming a great challenge for HR and expatriates to overcome. Perhaps, it needs to be remembered that a successful expatriation is created on the effort of employee (SIE, AE) and employer (HRM). So in the next section, how a successful expatriation can obtain through HR perspectives, has been outlined.

4.3: Successful Expatriation:

A successful expatriation of SIEs and AEs is basically depend on the employee (SIE, AE) and employer's (Host and home company) dual effort and without collaboration between them, it's hard to achieve from one side's acknowledgement. So, this part will focus on how HRM participate in expatriation and overcome expatriation failure.

4.3.1: Association of HRM:

Human resource management play a vital role to manage these expatriates (SIEs, AEs) in abroad. HRM has a lot of initiatives to support them in their expatriation process. However, it's very debatable why HR conscious about SIEs at present. Basically, in order to get full advantage from SIEs, they are focusing on this diverse group. As SIEs are already in host country, it's better to use this diverse group of worker as they are more adjustable in host country in intercultural challenges perspective. Moreover, to manage global talent effectively, HR practices many policies and strategies which becoming a turning point for multinational companies to achieve organisational goal.

Besides, attracting proper talent for proper assignment, a great HR brand works crucially for an organisation (Glen, 2006). Furthermore, Suutari & Burch, (2001) mentioned about the progression of expatriation that HRM can emphasis on two fragments of process to achieve success in international assignment. One part of process is support before leaving and second one is support in the host country. Previously, many researchers have focused on trainings of AEs in the parent country (Hollinshead, 2010) but, at present HRM practises have focused on associatingtheSIEs and AEs in the overseas or in host country which indicate about their adjustment in host country.

4.3.1.1: Adjustment in Host country:

There are four stages to adjustment to the new culture and according to Black, (1988) those stages are the "honeymoon" stage, a frustration stage, and a stage where some new behaviour has been adopted. In the fourth or last stage is completion of adjustment (Hofstede, 2001). Moreover, understand the cultureof host country, Hofstede (2013) created national cultural dimensions where home and host country's cultural dimensions can be compared. Moreover, he mentioned (2001) that adjustment in host country can reveal three different results which are expatriates keep feeling like discriminated against host country's culture, bicultural adaptation, and they completely become like native or local. Last two results can be defined as successful acculturation. The model of adjustment has been introduced by Black, (1988) and Black et al (1991) and they differentiate it into three types of adjustment in host country (Hollinshead, 2010). They are work adjustment, adjustment to communication with natives of overseas and adjustment to overall atmosphere (Hollinshead, 2010).

Besides, Black mentioned (1988) that adjustment in host country can be divided into subjective and objective perspectives. Basically, subjective adjustment all about how expatriates feel in their role of host country's organisation and objective adjustment indicates to be the better day by day in order to achieve the role's performance quality (Hollinshead, 2010). If expatriates want to be success in their adjustment they need to combine both effectively as without appropriate adjustment in host country SIEs or AEs cannot achieve career success.

Moreover, Inkson and Arthur, (2001) developed a framework about SIEs career which include professional, individual and social success base on career capital theory. He mentioned about subjective and objective career success and showed cultural adjustment play as a mediator role in SIE's career accomplishment. According to Howe-Walsh & Schyns, (2011), the effective result of expatriation mostly depends on the successful adjustment and, therefore, focused on its facets (subjective and Objective) adjustment which just mentioned above in the beginning of this paragraph, is crucial in order to accomplish the successful expatriation along with HR involvement. A table has created based on the adjustment facets and it is given below:

Table 2: Adjustment Aspects

Criteria of Adjustment	Adjustment in Workplace	Adjustment in Interaction /communication	Adjustment in general point of view
Subjective	Job Satisfaction in organisation	Feeling comfort in interactions or communication	Not feeling alien or discriminated
Objective	Performance of assignment	Collaboration with home nationals or locals	Social Life and accommodation

In the study of Howe-Walsh & Schyns, (2011) showed that Black et al. (1991) mentioned about various kind of adjustment areas such as individual adjustment, job adjustment, organisational culture adjustment and non-work aspects influencing adjustment. An individual feature indicates to personal ability and competence. Job feature designates job role novelty, job role clarity, job role discretion, and job role conflict (Howe-Walsh & Schyns, 2011). Moreover, organisational aspects include culture of the organisation and support for the social life. According to Black *et al.*, (1991) non-work aspects comprise culture innovation and family adjustment (Howe-Walsh & Schyns, 2011). Basically, these all aspects (e. g. individual, organisational, non-work or general) are summarised in table 2: Adjustment Facets.

In HRM perspective, the expatriates (SIEs and AEs) may not be ready to adjust in subjective and objective aspects in the host country and that's why HR must emphasis on their selection process and selects the appropriate participant for the specific task in order to achieve expatriation success. Therefore, this research finding has focused on successful expatriation of the SIEs and AEs in HR perspective and in the next section; this research will outlined how SIEs and AEs can accomplish a successful expatriation with the involvement of HRM in the light of expatriation cycle.

4.3.2: Expatriation Cycle:

In the part two, Literature Review's (2.4) entire section have described about the issues or barriers which are likely to be faced by SIEs and AEs in the host country also linked mostly with the adjustment aspects. Cross cultural training is the one of the main aspects that organisation should implement properly to avoid expatriates' dissatisfaction issues, underperforming issues, early returns from host country which already mentioned previous in (2.4) section in Literature review (Hollinshead, 2011; Hawley, 2009). So in this part, this research would make an effort to recommend solution based on the expatriation cycle for overcoming these issues. According to Black et al., (1999), there is a set of activities which reflects a great framework, help to achieve effectiveness of expatriation and overcome overseas barriers. These activities or stages (Figure:1) are selection, assignment preparation or appropriate trainings, compensation, communication, performance management, appraisal and repatriation (Hollinshead, 2011; Black *et al.*, 1999; Forster, 2000; Harvey & Moeller, 2009; Dowling & Welch, 2005).

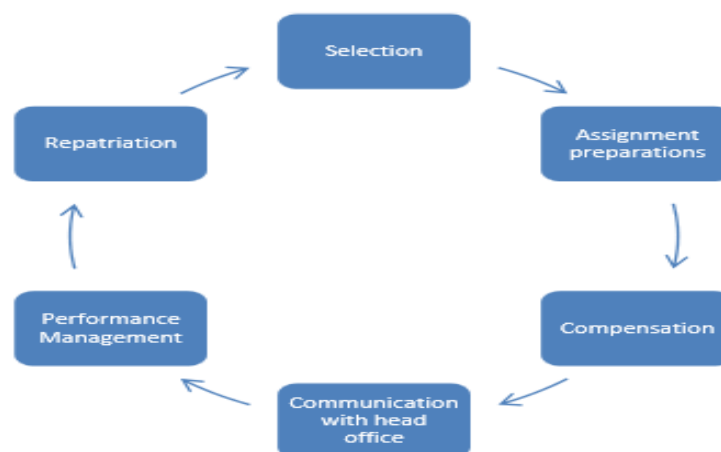


Figure1: Expatriation Cycle

4.3.2.1: Selection Process of Expatriates:

According to Stewart and Rigg, (2011) selection stage is the method of collecting and analysing information about expatriates' applicants in order to select the most suitable expatriates for the overseas assignment. Any mistake in this process can have massive negative effect on the success of expatriates while they will be in overseas (Hollinshead, 2011). Moreover, Black et al., (1999) mentioned that a wrong selection of applicants can lead to early repatriation and under-performance during the assignment in the host country. Furthermore, it is crucial that expatriate manager needs to perform both on the specific tasks they are assigned as well as the ability to adapt a different national culture well (Briscoe and Schuler, 2012).

In addition, support above statement, to confirm the success of a selection process, personal behaviours, ability to adopt new environmental aspects, technical competence, family situation and willingness to participate on the overseas assignment should be assessed and considered to ensure the appropriateness of the applicants (Reiche and Harzing, 2009). Therefore, assessment centres can be used in selection process as other internal or external influences cannot interrupt the selection process (Briscoe and Schuler, 2012).

Parent organisation can prepare the AEs ready to face the intercultural challenges though they do not get opportunity to prepare the SIEs. Therefore, becoming appropriate for the organisation and cooperate effectively in the host organisation, SIEs should have cultural abilities before starting new task in the host country's organisation (Tharenou, 2003; Howe-Walsh & Schyns, 2011). Moreover, Harris, Brewster and Sparrow (2003) agreed on the same point that expatriates (SIE and AE) fundamentally should have soft skills and competences. It might be reasonably challenging to appraise by HR, particularly if the host country's organisation wishes not to treat SIEs and AEs differently from a 'local/ home' candidate.

Larson, (2006) indicated that successful SIEs can be chosen based on their previous work experiences and it is an easy way to assess from CV of the SIEs. Though, assessing their qualification becomes a great issue for HR and in some case they agreed to work for a position which is lower than their qualification (Andresens *et al.*, 2013). In compare with that AEs do not have to face it. HR involvements can play a significant role in evolving their organisation; therefore, effectively attracting the appropriate applicants is disputably as vital as the proper selection procedure.

4.3.2.2: Assignment Preparation:

To ensure a successful expatriation, it is very vital to give attention to the preparation. In the preparation period various kinds of trainings have to be taken by expatriates in order to overcome challenges in the host country. These trainings are provided by parent organisation to AEs though SIEs are missing these advantages. However, they may get some training from host country's organisation to get familiar with the task (Andresens *et al.*, 2013). It is equal importance on the competence of the trainers in delivering an international standard training. In the systematic training and development cycle the delivery of a training programme is the third most effective decision. According to Waxin & Panaccio (2005) the intentions of cross cultural training is to educate expatriates of another culture and to motivate them to adjustments quickly to their host country.

Moreover, Cunningham, (2012) stated that the appropriate training assist the expatriates to maximize the profits of the global opportunity in terms of value of organisational as well as individual welfare. However, Puck *et al.*, (2008) revealed that multi-ethnic training has insignificant influence on adjustment of expatriate. He also added that "a training which gives special concern to the expatriates' families can give optimistic outcomes" (Puck *et al.*, 2008). Moreover, Craig, (2008); Puck *et al.*, (2008) pointed the family as a mutually supportive team which enhance the possibilities of a successful international assignment and they revealed that expatriates' effectiveness in abroad is importantly dependent on the satisfaction of their family (Joshua-Gojer, 2012).

According to Okpara and Kabongo, (2011) cross cultural training should be accompanied by foreign language training because knowledge of the language of the host country is very importance to be succeed in the host country. However, SIEs have to learn the language by their own initiatives as they have no home country to support in this point (Andresen *et al.*, 2013). Peterson *et al.*, (2000) stated that language training reduce the misunderstanding level in host countries' workplace and make the life easier for expatriates. In addition, Briscoe and Schuler, (2012) mentioned in systematic training and development cycle, the diagnosis and design stage is the first stages of a training preparation and it concerns with the training needs analysis and design solution. In the brief provided a one week generic training was provided prior to the expatriate's departure.

However, this research recommend that to effectively address the host country culture and language gap, a minimum of two months adequate preparation training in the host country's culture and language is required for both the expatriates and trailing partners to enable them function well during their stay in host country. On the other hand, Kirk Patrick's four levels evaluation (Hollinshead, 2010) should be embraced in evaluating the trainees' perception of the programme, usefulness of the knowledge developed and the plans they have on transferring knowledge prior to departure and on arrival in host country.

4.3.2.3: Compensation Perspectives:

The remuneration strategy will be very motivated for increasing expatriates performance level in overseas. Also it will increase the expatriates' commitment to organisation goal as remuneration always works as a motivational trigger (Perkins & White, 2011). All kind of reward and benefits which will be given to expatriates should be discussed before the beginning of the overseas assignment. In the case of SIEs, they receive the local rate as compensation (Andresens *et al.*, 2013) though compensation rate (host/ home country's rate) of AEs will be discussed prior move to host country.

4.3.2.4: Performance Management:

Gold *et al.*, (2010) it is very significance that management develop an effective performance management system for the evaluation and development of expatriates on the overseas assignment. Briscoe and Schuler, (2012) argued that to achieve Individual, team and organisational goals effectively , expatriate's performance management system is a designed, implemented, and evaluated intervention so that each section can meet their target (Gold *et al.*, 2010). Applying to systematic training and development cycle, it is vital to use the performance management system in place to ensure that all the trainings given to prepare individual manager (SIE and AE) are implemented on their task and, Kirk Patrick's four level of evaluation (2009) can be adapted to evaluate the individual expatriate's feedback to the task, the level of training developed on the assignment, the changes observed in the performance of trainees as an outcome of applying knowledge gained and the outcome of the learning procedure on the organisation. This research recommends that it is crucial that an enthusiastic team be designated to observe or monitor the performance of expatriates using the appraisal and feedback system. A feedback should be given to both groups of expatriates to improve the areas they are underperforming, and counselling facilities should be provided for private issues that cannot be discussed with co-workers.

4.3.2.5: Proper Communication between HRM and expatriates:

Clegg (2012) mentioned that organisation like IBM applied effective communication as they understood the value of expatriate's assignment and they shared head-quarter's decisions through communication with expatriates so that they feels they are still part of company. Lack of proper communication between expatriates and the parent country organisation can be another vital reason for the expatriation failure. Moreover, Clegg, (2012) stated that this communication will make the expatriate ahead of repatriation and assist them to fit into the parent country effectively.

4.3.2.6: Involve of Higher Management:

According to HBR (2009), the case of GE's LMD where the (CEO) visited expatriates while they were away at the subsidiary and this further affirmed to them how crucial the success of the programme was to the organisation. Base on this point to accomplish effective learning cycle, the management of a learning programme must be perceived to be actively involved for motivating expatriates (Gold *et al.*, 2010). Moreover, Yell (2013) stated that "the organisation needs to move beyond merely talking about engagement to take action by motivating and helping expatriates to be productive". To inspire and motivate the expatriates, senior executives or higher management should be involved in the entire training process (Accenture, 2007). The higher management level can talk face to face and take some feedback from expatriates so that expatriates will feel relieved from workplace pressures and feel valued (BIS, 2012). So base on these points, involvement of higher authority may bring a great improvement on expatriation and AEs and SIEs will feel more privileged and it plays as a non-financial motivational trigger.

4.3.2.7: Repatriation and after evaluation:

According to Peterson *et al.*, (2000) it is very significant for MNC to pay close attention to the repatriation of expatriates specially AEs as it pays to the departure, because inadequate repatriation policy will mean loss of return on investment made on individual expatriates as they possess valuable international and corporate experience. Based on this point, Dowling *et al.*, (2000) mentioned a returnee program that includes line manager's active role in confirming that a provision structure is in place for returnee and family's re-integration, develop a structured career development plan, planned promotion and career opportunities ahead of return, develop effective coaching, training, mentoring sessions and assign challenging job related tasks that will utilise acquires skills as well as re-integrate employee, finally upsurge repatriation career option by agreeing cross divisional moves and a conceivable return to original division (Brewster & Scullion, 2007; Adler, 2007).

In addition, Easterby-Smith's (1994) theory, the evaluation processes should be staged thus; proving, controlling, improving and learning. Moreover, CIPD (2008) mentioned that it is very vital to evaluate the accomplishment of the assignment. It should establish well-defined systems and procedures for data collection after the completion of the assignment to measure the return on investments. Easterby-Smith, (1994) stated that through evaluation process outcome of training will come out which reveal the standards of delivery, demonstrate how existing programmes will assist expatriates improve in the future and show how this evaluation is an essential part of the entire improvement procedure. On the other hand, in the case of SIEs, they have no intention to repatriate prior expatriation which is quiet opposite from AEs. Some never return home but numerous studies (Richardson, 2006; Tung and Lazarova, 2006; Bozionelos, 2009; shows they have desire to return home, however, culture shocks, family issue mostly influence them to return home.

4.3.3: Overcoming non-work related issues in HR Perspective:

In contemporary HR practice, more often they deal with non-work allied matters of expatriation such as expatriate's arrival; reception; accommodation; opening bank account in the host country; shopping; transportation guide; health care facilities; local rules/law and regulation; leisure and family support. From the study of Suutari and Burch (2001) these factors are showed clearly which are mentioned above. Moreover, Shaffer and Harrison (1998) investigated the consequence of job has impact on the non-work and domestic issues and non-work satisfaction of SIEs and AEs. Result showed that adjustment of family influenced AEs and it reflected on the task. However, these results are only based on investigation on AEs. Moreover, Shaffer and Harrison (1998) indicated four HRM aspects support the AEs and SIEs. They are associating in looking for job; assist in obtain visas or work permits; and permission to attend in professional conferences and seminars (Richardson & Zikic, 2007). Furthermore, HR assists expatriates about sorting out their custom and taxation issues and helps them to be familiar with local rules and regulation (Baruch, *et al.*, 2002).

About the accommodation, Baruch's *et al.*, (2002) mentioned that housing support is one of the imperative motivation tools for single expatriates for expatriation. To keep it account at the beginning neither SIEs nor AEs can speak the local native language or aware of the local laws and regulations unless they are prepared for it. In this case, HR can assist to get accommodation and assist them to make networks or commutates (Suutari and Burch (2001) which may help them to adjust with the host country's culture quicker. However, these are very minor issues for SIEs as they already move to the host country and ready to join the new position.

4.4: Discussion:

In summary, employees on international assignments known as assigned expatriates (AEs) already have a job arranged for them by their parent organisation before they move to host country though in the case of SIEs is opposite (Hollinshead, 2010). Moreover, comparing with SIEs, AEs generally receive various training before and after moving in host country. The job of an AE on an overseas task is generally limited in its period perception, basically this period start from three months to several years. But in the case of SIEs time restriction is unclear and they control it by themselves. About motivational perspectives, it pays differently between SIEs and AEs (Andresen et al, 2013). For example, SIEs might be motivated by individual development whereas AEs choose overseas assignment in order to expansion of organisational career.

In HR practices, these differences are very significant for numerous reasons such as, AEs who move to overseas on behalf of the home organisation might be more prepared for organisational or assignment related aspects. However they might not fully prepared for the intercultural challenges and barriers. But in the case of SIEs, they are likely to face more challenges than AEs in organisational task related aspects but they are better prepared for intercultural challenges and barriers (Howe-Walsh & Schyns, 2011). Besides, the involvement of organisation may have more or less effect on a successful overseas assignment. Basically it depends on whether the company takes initiative steps such as (pre and after cultural, language trainings) and invest money on expatriates in order to get rid of expatriation failure. However, if company hires SIEs locally, they may save the money which they have to spend for intercultural training on AEs.

Moreover, this research showed how HRM can support on objective and subjective adjustment issues which assist SIEs and AEs to overcome their barriers which are likely to face in the host country. Without a joint effort of organisation and individual, a successful expatriation is not possible. If organisation does not focus on their issues, these expatriates will move from the company as they have chosen boundary less career. Here organisation will lose potential talent and new recruitment and training for hiring new people for filling the position would cost extra. Furthermore, this research tried to

show how to apply expatriation cycle effectively to void the expatriation failure. As in the literature review (Part two) have shown various barriers or issues they are likely to be faced in the host country, in part four section (4.2) intended to outline a general solution of overcoming those barriers in the HRM perspectives. HR participations can play a substantial part in developing the host country's organisation; thus, successfully attracting the right candidates is vital in the proper selection procedure. Moreover, investing in appropriate training and development can be great way to get some effective expatriates who may assist the organisation to achieve its respective goal. In addition, HR plays a great role in communication; compensation; performance management; repatriation of expatriates. Besides, HR supports many non-work related issues of expatriation period which may make a friendly viewpoint in the contemporary business world.

5. CONCLUSION

5.1: Introduction:

Without any suspicious, globalisation and the expansion of MNC has a high impact on the expatriates which have grown significantly in the contemporary business world. For a long time many studies took attempt to understand the flow of the expatriates and distinguished them in many perspectives. Besides of the traditional expatriates another hybrid diverse group called self-initiated expatriate plays a crucial role to fill the gap in the global labour market. The new group is becoming very crucial in the present HRM literature and real practice of HR, therefore, this research intended to show how this growing diverse expatriates called self-initiated expatriate (SIE) distinguish with assigned expatriates (AEs) and how they can achieve a successful expatriation with the light of human resource management. Once, HR practitioner would understand the aspects they distinguish, it would be easier for them to manage these expatriates in HR perspectives. In the next part of conclusion, possible scope and limitation will be discussed and it will be concluded by an overall summary where entire study will be summarised and discussed.

5.2: Possible scope and limitations of the Research:

As SIE is a quite new area in HR literature, there is a massive literature gap found through my research especially on core care succession of SIE. Many researchers have studied AEs in various aspects though SIEs is getting now high attention in the academic perspectives. This research has produced base on secondary data. In addition, this research has analysed data in theoretical perspective. As this study did not conduct into the real organisation, it is hard to understand the real practice and processor of HRM for successful expatriation. Besides, it needs to be acknowledged that various companies in other country could be followed different management approaches though the fundamental procedures are all same. There are many debates about ideal HR practice. There are no right or wrong answers but it may be measured by which procedure can utilise most (Guest, 2007 and Rynes, 2007). This research based on theoretical perspective and there is a great lack of actual evidences of successful expatriation based on HR practice. Though in the demonstration of expatriation cycle in part four, IBM and GE's examples have mentioned, unfortunately, the data had collected from secondary sources.

Base on this point, it is alright to do the research base on the theoretical framework at this stage; however, practical experience of expatriates must be obtained if this research continues to investigation in the future on the successful expatriation of SIEs and AEs. It indicates to employ the primary base research in the future in order to make the findings of the research more usable and efficient for recent literature. Moreover, need to remember as this study intended to analysis SIEs and AEs in narrative approach in the perspectives of recent trends and there have been always a literature gap in SIEs study. Human resource needs to be filled this gap with their practical performance and knowledge. As mentioned earlier that different country practices HR differently and base on this point future research could be taken in various country and observe how they manage expatriates, mainly how they achieve their career success through a successful expatriation.

5.3: Overall Summary:

In order to simplify the research question, this research has made some sub research questions which supported the main research question in the context of international human resource management (IHRM). Basically, this research tried to show how the phenomena of SIEs are becoming significant in recent labour market comparing with AEs. Though this study showed a comparison between SIEs and AEs, it also focused on the self-initiative expatriates in boundary less concept. Moreover, previously cited in the section (2.1.2) of literature review that a mutual viewpoint revealed by the

most of the researchers about boundary less concept on expatriation. This group of researchers has relied on the protean career concept and the boundaryless career model to observe SIEs' phenomena of current global multinational industry. Besides, this boundaryless career concept emphasises on the role of SIEs transforming their careers by themselves (Hall & Moss, 1998). As it mentioned in the literature review that SIEs initiated all support by themselves, however, in some case local or parent organisation supports them if it mentioned in their employment contract. Additionally, differences between SIEs and AEs made an outline about SIE's characteristic and various fundamental aspects. Also, motivational triggers, developing opportunities, decision making of SIEs and AEs supports the research question and demonstrated how these two groups distinguish from each other. Table 1 indicates the distinguish factors of SIEs and AEs in individual, organisational and political perspectives. Basically, table is the summary of the distinguishing aspects of SIEs and AEs.

In the section of (2.4) of Literature Review (LR) discussed various subjective and objective issues in individual, organisational and physical mobility perspectives. As the intention of this research is find out how SIE and AE will achieve successful expatriation in the host country, therefore, finding out their fundamental issues or barriers and challenging aspects which are likely to be faced in the host country are very crucial. That is why this research investigated the issues in part two (LR) and tried to make an assumption and recommendation in the light of expatriation cycle in part four (findings and discussion) where it focused how expatriates and HR can overcome these issues/barriers in order to achieve successful expatriation. Moreover, this research generated base on secondary qualitative data and a narrative method employed on this study. Besides, a comparative research strategy followed to distinguish these two phenomena. However, there are many disadvantage secondary data analysis, this study tried to get data from various secondary sources such as, academic books; journals; articles and websites. This study faced few limitations which have mentioned in (5.1) section.

As it mentioned earlier, there is literature gap in this field; however, some organisations are engaging HRM effectively in order to avoid expatriation failure. Moreover, HR needs to be up to the date to understand the international policy and procedure dealing with AEs and SIEs. Though host country's organisation can follow their local procedures as SIEs get employment base on the host country (Andresen et al., 2013) however this principle may be opposite in the case of AEs (Hollinshead, 2010). Moreover, about the adjustment features which have discussed in part four, is very crucial for SIEs and AEs. This study tried to show this importance in the light of Black et al.'s (1991) model as the aspects (table: 2) of adjustment could be me more understandable. Through the table 2, this research tried to give the adjustment factors summary which needs to be account when SIEs and AEs move to host country. Also it mentioned that HR assists expatriates to adjust in their objective and subjective perspectives in the host country's culture. However, they focused on objective adjustment than subjective. It needs to remember, without joint efforts it is not possible of success of adjustment and adjustment is one of the main elements of achieving expatriation success in employee and employer perspectives.

An organisation, it could be based on a home or host country, can be positively engaged with expatriates with their effected procedures. According to the expatriation cycle (figure: 1), the first stage is selecting the right candidate for the task. On the second stage this research argued about various training delivery to expatriates. Moreover, the stages such as performance management, communication, compensation, repatriation of expatriates have to be focused equally. This research discussed the non-work related issues which are like to be faced by SIEs and AEs in the host country and the involvement of HRM to overcome those. It needs to be in account that different expatriates get motivated by different ways. In the HR perspectives, motivating all the expatriates according to their needs and assist them to improve their job performance better day by day is HR's one of the importance mission. In order to achieve organisational goal, HR needs to be aware of expatriation failure aspects. Contribution of various kind of support from HR to expatriation is always made a difference in the performance level. If the expatriate can adjust in the host country's environment properly, they always succeed in their assignment or new task (Hollinshead, 2010). So its task for HR to pick the appropriate support for expatriates as support of expatriates differ from person to person or it can be said that different expatriates have different needs or issues.

In conclusion, it is crucial to understand the importance of potential talent and utilises them effectively in order to achieve organisational success. As multinational companies are growing and the need of expatriates are increasing more day by day. So it is very necessary to manage these expatriates properly and support them in the host country in their adjustment and overcoming the barriers which are likely to be faced by them in the host country. Contemporary studies should

emphasis on these groups and fill the literature gap which already mentioned earlier as they are playing a vital role in the international labour market.

6. PERSONAL REFLECTION

First of all, the journey of semester 'C' was completely like a roller coaster. Last fifteen weeks I was spending sleepless, restless and impatient time with my dissertation as it was my first attempt of doing this kind of research work. In semester 'B', I made sure to make an effective communication with my respective supervisor in every possible way. She was kind, helpful and informative enough, to help me out in every steps of this research work. Without her motivation and support, I could not have finished it. Honestly at the beginning, I even did not know before February what is really research question mean. I have to give all credit to my supervisor as she made me understand it and I applied this learning in my research efficiently.

I was very confused about my previous topic (which I failed in proposal) but after that I attempted to take a research work based on a government organisation in Bangladesh which transformed 2008 into privatisation. But due to the ethics form issues I did not continue that study. The issue was mainly base on the permission letter from the selected company. They basically never have given any permission letter to anyone before me. So the director of the company hardly understood my university's requirement. Than I had decided I would do research base on secondary research as an international student it is very difficult to get permission for research from companies which are mainly based on UK. After a stressful period, with the idea of my supervisor I found the direction of my research.

My research topic is Self-Initiated Expatriates and it is a very interesting area to study as it is quiet new area in human resource management global context. Moreover, on this topic basically very few authors took an initiative study. Author like Maike Andresen, Akram Al Ariss, Matthias Walther many more have done some fundamental research based on its various aspects. Besides, it is acknowledgeable that traditional expatriates also move to different country but they are completely different than self-initiated expatriates. To distinguish these two kind of global workers, this study tried to show a comparison between these significant diverse groups. Though, when I prepared my proposal, I had no idea about the connection of boundary less career concept with SIEs and through my research work I outlined the boundary less career concept and linked it with the SIEs. Besides, as my work is partially theoretical. I did not develop any theory though I tried to apply theory to overcome the barriers which are likely to be faced in the overseas organisation by SIEs and AEs.

Moreover, when I was doing my proposal, I thought in my investigation I would get proper solution of overcoming barriers. However, there is not only solution in the present literature. Expatriation failure can be avoided by many approaches. SIEs can achieve success even followed by career capital theory and I tried to apply this theory though at the end I realised I was away from my context. Base on my main research question I fixed my findings chapter and applying expatriation cycle concept on the expatriation success was my best decision for this research.

In the chapter two in literature review I found out the issues and barriers are likely to be faced by SIEs and AEs and in the chapter four in findings I have showed the overcoming approaches by using adjustment model and expatriation cycle. In addition, I tried my best to demonstrate the fundamental differences between SIEs and AEs as I believe this comparison would support SIEs to build a new identity in global labour market and it might assist not to get in confusion as they are two different kinds of employees. So that is why I created a table of their comparison's features in the chapter four and it would be helpful for more future use.

Also in future, I want to do primary research just focus on the SIEs and their career success aspects. Specially taking interviews and survey are very good ways to collect data. My present research needed primary research. As this study was created base on secondary data, I have no control on the study. Basically that is why I adopted narrative approach for this study. As I did not produce new data, the study was mainly a revised version of literature of SIEs and AEs. Though I tried to do comparison and applied theory, this study needs primary research without any doubt. So in future I will continue my research by adopting primary research method.

Though this journey I have developed my research and writing skills most. My supervisor corrected me about choosing words which I did not know before as English is my third languages and there is never too late to learn something new. I

always appreciate if people caught my mistakes as they are doing favours through correcting me. Moreover, my time management skills improved a lot as there was a targeted time line always set for the completion of my research.

At the end, I am looking forward to get more opportunity to work in this field (SIE) as this research made me very interested on this diverse group and I definitely want to do primary research on these attention-grabbing international workers who are known as self-initiated expatriates.

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Abbreviation:

Short Form	Full Form
SIE	Self-Initiated Expatriation
SIEs	Self-Initiated Expatriates
AEs	Assigned Expatriates
HRM	Human Resource Management
IHRM	International Human Resource Management
LMD	Learning Management Development
MNC	Multi National Company