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**MOTIVATIONS, EXPECTATIONS AND THE DEVELOPMENT OF
CAREER-CAPITAL IN SELF-INITIATED EXPATRIATES**

A Project carried out on the Master in Management Program, under the supervision of Rita Cunha

Kathryn Louise Willcox

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1. Abstract

This study investigates current, past and future self initiated expatriate's (SIE) as an increasingly important source of human capital. Through the use of a structured questionnaire, responses were collected from 309 individuals. This paper contributes to existing literature surrounding the topic of why SIE's decide to move and what these individuals perceive as important within organizations. The results of the study reveal that SIE's move abroad for different reasons, with adventure and career reasons reported as most frequent. With regards to employer branding, individuals who move for both career or adventure reasons value intrinsic factors, such as feeling accepted and feeling good at work. Careerists are found to value extrinsic factors such as promotion and job security, compared to adventurers who place more value on employer reputation, such as the quality and innovation of goods. Finally, in order to further understand how firms can retain SIE's, three frequently reported reasons for repatriation are identified; personal development, social and bureaucratic reasons. Following the empirical research, the study is supported by the career capital theory in order to provide implications and recommendations for practitioners. Developing knowing-how career capital is particularly important in careerists. Developing knowing-whom career capital is considered important for both adventurer and careerist SIE's. Finally, developing knowing- why career capital is closely linked to intrinsic factors and is considered important for all SIE's, regardless of their reasons to move.

2. Introduction

Self-initiated expatriates (SIE's) are a growing source of talent in our increasingly globalized world. Europeans are free to live and work all over Europe (Article 39 of the treaty of Rome, 1957). As a result of this enlargement of the labour market, more and more individuals are choosing to gain international experience through working outside of their home country. This phenomenon is relatively under researched, with many papers focusing on international assignments, which involves individuals being sent abroad by a company. The environment that supports such international mobility such as policies, practices and infrastructure, has improved to such an extent that mobility has become somewhat "normalised" (Vaiman & Haslberger, 2013) and thus individuals no longer need the support of a domestic company to work abroad. As a result of this mobility, more Europeans are making a decision to move and work outside of their home countries; this group of people is called self-initiated expatriates. This research aims to provide a better understanding of the reasons that SIE's move abroad and what factors these SIE's value in terms of employer attractiveness. The theory of career capital will be used to provide recommendations and implications for practitioners such as HR managers.

3. Literature review

3.1 Self-Initiated Expatriates

A SIE can be defined in a number of ways. "Self initiated expatriates are conceptualized as free agents who cross organizational and national borders, unobstructed by barriers that constrain their career choices" (Ariss and Özbilgin, 2010: Pg. 275). Much existing literature identifies that the term SIE infers two essential components (Doherty et al. 2011). The first is that SIE must involve relocation across a national border. Hence, self-initiated expatriation must be about physical mobility (Sullivan and Arthur, 2006) where the individual moves from

one country to another. Second, the initiative for the mobility must come from the individuals themselves. Doherty et al. (2011) highlight the temporal aspect when defining a SIE. Whether or not an individual perceives their stay as temporary or not can be seen as a ‘permanence’ problem. This distinguishes expatriates, assumed to be leaving their home country on a semi-temporary basis, from immigrants who leave on a more permanent basis (Ariss and Özbilgin, 2010).

Taking into account these existing classifications, and considering the aim and objective of this research, the definition used in this study will consider 3 components; temporal, movement and self-orientation factors. “A self-initiated expatriate is an individual who relocates across organizational and national borders, on a semi-temporary basis; a decision initiated by themselves.”

Richardson & McKenna (2002) investigated four reasons for SIE academics to move abroad. Based on different motives the following categories were proposed: the refugee; the mercenary; the explorer and the architect. ‘Mercenaries’ who expatriate for financial reasons, facilitate work achievements as well as job satisfaction. ‘Refugees’ expatriate for life change or escape reasons, such individuals can be prone to lose focus at work or allocate inadequate efforts and time for tasks (Richardson & Mallon, 2005). ‘Explorers’ are meanwhile characterized by their motivations for adventure and travelling. Finally, ‘Architects’ are focused on career development, progression and shaping their future paths.

Similarly, Selmer and Luring (2011) proposed five individual reasons for self initiated expatriation: family, financial incentives, life change/escape, career and adventure. These last two factors can be closely linked to the mercenary and explorer personas proposed by Richardson & McKenna.

A study by Inkson et al., (1997) suggested that the motivations of SIE’s are primarily for adventure and desire to experience other cultures. SIE’s are encouraged by a desire to

experience other cultures rather than career development or progression. Other studies on SIE's including professional and non-professional populations have made similar observations (Doherty et al., 2011, Richardson and Mallon, 2005, Thorn, 2009). With these previous research findings in mind, this H1 focuses on two key motivations for individuals to become self-initiated expatriates: Career and Adventure reasons.

H1) SIEs mainly expatriate for reasons relating to adventure and career.

A significant part of the respondents in this study (55%) are Portuguese nationals. It is important to understand if the Portuguese move for escape reasons, given the difficult economic environment in Portugal following the 2008 crisis. Unemployment rate peaked in 2013 at 17.5% but has since decreased significantly to 10.8% in July 2016. A 2015 FLAD report, however states that in 2013 alone, around 110,000 Portuguese left the country and 20% of the Portuguese population currently lives outside the country of their birth. This suggests that increased emigration levels have resulted in higher employment rates. The unemployment rate, however, remains high in comparison with EU countries such as UK (5.4%) and Germany (4.2%). It is interesting to understand the extent to which external factors such as the economic environment can impact the motivations of individuals.

H2) Portuguese SIE's expatriate for reasons relating to escape more frequently than SIE's of other nationalities.

Existing research by Selmer & Luring (2012) has looked into how one's reason to expatriate may affect an individual's work outcome. Different priorities may impact a SIE's performance, work effectiveness and job satisfaction. This study will follow a similar pattern; however it will investigate how one's reason to expatriate may affect how a SIE's perceives the employer attractiveness.

Global economic growth is creating a new level of competition for human capital. People are changing jobs more frequently and HR organizations are shifting their focus from cost reduction to retention and engagement (Deloitte Report, 2014). In our globalized and increasingly more competitive world, it is becoming more important than ever for firms to attract and retain talented human capital. By using branding principles and practices in the area of human resources management, firms can utilize this human capital as a source of competitive advantage (Alniacik & Alniacik, 2012). “Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer” (Backhaus and Tikoo, 2004: page 502).

A study by Alniacik & Alniacik (2012) attempts to identify dimensions of attractiveness in employer branding and to examine the perceived importance levels. Through a factor analysis, 5 factors for the organizational attractiveness were found. Factor 1) Social Value- the opportunity to gain career enhancing experience, good promotion opportunities, recognition and appreciation, acceptance and belonging, good feelings and job security. Factor 2) Market Value- the extent to which an individual is attracted to an employer that produces high quality and innovative products and services, and customer oriented. Factor 3) Economic Value- the extent to which an individual is attracted to an employer that provides above-average salary and a good compensation package. Factor 4) Application Value- the extent to which an individual is attracted to an employer that gives back to society and provides the opportunity to teach others. Factor 5) Cooperation Value- the extent to which an individual is attracted to an employer that provides hands-on interdepartmental experience and has supportive colleagues. Finally, factor 6) Working Environment- the extent to which an employer provides a fun and exciting environment.

3.2 Career Capital

Career capital is a set of capabilities that managers develop during international assignments and can be divided into three parts: knowing-how, knowing-why and knowing-whom (Dickman & Harris, 2005). “Career capital adopts an individualistic perspective to explain how actors consciously acquire portable capabilities, construct networks and identify their own motivations, applying them in their specific work contexts” (Suutari and Mäkelä, 2007: page 628).

Knowing-how refers to the relevant explicit and implicit skills competences and knowledge that are related to the job. Knowing-why refers to personal motivations; beliefs and meanings that determine the reasons for an employee to pursue a certain career path. Knowing-whom refers to individuals networks both intra-organization and inter-organizational contexts. It may consist of colleagues, managers, peers and fellow alumni.

Global careers can strongly increase an individuals meaning and self-awareness which directly relates to knowing-why career capital (Suutari and Mäkelä 2007). This study found that international experiences enhanced work related competencies and knowing-how career capital. Finally, in terms of knowing-whom capital, the results of the study indicate that contacts and networks acquired whilst being abroad were of high importance for an individuals’ future career. Cao et al. (2012) found that career attitudes (knowing-why), career networks (knowing-whom), and cultural intelligence (knowing-what) positively influence SIE’s adjustment in the host country, further influencing their career success and therefore likelihood of remaining.

For talent acquisition and retention reasons, it is important for organizations to understand the career development needs of SIE’s and provide opportunities for them to increase their career capital (Cao et al., 2012). In a 2014 study by Accenture, 84% of both women and men say they are working to increase their career capital. “Only multinational enterprises willing to

adapt their HR practices to the changing global labor market conditions will be able to attract and retain high performing employees” (Kapoor, 2011: page 229).

In considering the career capital theory, close similarities can be made between knowing- how and career progression such as gaining task related skills and knowledge to achieve professional goals. It would therefore suggest that SIE’s who expatriate for career reasons would value extrinsic factors such as promotion opportunities and job security so would benefit from the development of knowing-how career capital.

Knowing who can be linked more closely to SIE’s who seek adventure and likely place more importance on networks and more personal experiences than career progression itself. As a result of their motivations to expatriate, these individuals may have lower levels of company loyalty; leading to higher turnover rates. Adventurers may therefore want to utilize relationships and networks for future referrals. Furthermore, in terms of employer branding, it could be intuitive that intrinsic factors such as feeling accepted, are most valued by adventurers. Regarding talent use and company reputation, these may be less valued by SIE’s since they are more long-term factors relating to the future and may not bring immediate perceived value to an SIE; unlike intrinsic and extrinsic

It is therefore interesting to understand if, and in what way, the reason for an individual to expatriate influences the perceived importance of employer branding factors.

H3.a) SIE’s who expatriate for career reasons will value employer branding factors in the following order; 1) extrinsic 2) talent use and 3) company reputation.

H3.b) SIE’s who expatriate for adventure reasons will value employer branding factors in the following order; 1) intrinsic 2) talent use and 3) company reputation.

4. Methodology

4.1 Data Collection

This study uses an online, qualtrics, based questionnaire, which enables an increase in speed and volume of distribution, leading to an increase in response rate (Annex). The questionnaire consisted of Likert-scale, categorical, open and demographic questions.

The target demographics of the sample were former, current or future EU students between the ages of 20-28 years old. In order to reach our target demographic the online questionnaires were distributed via social networks, university alumni databases and through personal networks. This method established a snowball sampling technique. Respondents were initially identified and then asked to refer the survey to other potential respondents, resulting in exponential growth.

4.2 Sample

Table 1: Description of Sample

Variables	Total Sample	Percentage
	<i>n</i>	%
Gender		
Male	146	47
Female	163	53
Total	309	100
Age (years)		
20-22	47	15.2
23-25	219	70.9
26-28	37	11.9
29-30	6	1.9
Nationality		
Portuguese	172	55.5
Non-Portuguese	138	44.5
SIE Status		
Do not want to be a SIE	35	11.3
Would like to be a SIE in the future	145	46.8
Currently a SIE	100	32.3
Previously a SIE & returned home	29	9.4

The total numbers of responses recorded were 309 with the mean age of respondents being 24. 47% (n=146) of the sample was male and 53% (n=163) were female. 274 individuals were either former, current or desired to be SIE in the future. Whereas 35 answered, “I don’t want

to work outside of my home-country” and were therefore not relevant for this study and shown fewer questions.

5. Measures

5.1 Reasons for becoming a SIE

The reasons for moving abroad were taken from the study by Selmer & Luring (2011) and included 11 out of the 13 original statements, which are grouped into 4 factors; escape, family, adventure and career (see appendix A). Financial factors were omitted from the original questionnaire; these statements included “I hope to save a large amount of money” and “I need a well-paying job for my family.” Given our target age demographic was 20-28 years and the hypotheses defined, this factor was considered to be less appropriate. Additionally, it was considered advantageous to shorten the overall questionnaire length, to increase response rates (Lietz 2010). The 4 factors and their corresponding alphas are: Adventure (alpha 0.88), Career (alpha 0.82), Family (alpha 0.62) and Escape (alpha 0.71).

5.2 Perceived Employer Attractiveness (Employer Branding)

The employer attractiveness variables are developed from those identified in the study by Alniacik & Alniacik (2012) (Appendix B). A factor analysis was conducted using principal components and a varimax rotation. Factors with a loading greater than .5 were kept and 4 factors relating to the employer attractiveness were extracted. The developed employer attractiveness factors for H3 are defined as extrinsic- relating to job security, promotion opportunities and compensation packages (alpha 0.79). Intrinsic- concerned with feeling accepted, having a career-enhancing experience and feeling good about the work you do (alpha 0.66); Company reputation- relating to the quality and innovation of a company’s products, as well as their customer orientation (alpha 0.60) and finally, Talent use- the extent to which individuals perceive the organization recognizes and appreciates them (alpha 0.66).

This factor also relates to having the opportunity to teach others. These factors and descriptions can be seen in appendix C.

6. Results

In terms of Hypothesis 1, Adventure and career reasons are the most frequently described reasons for SIE’s to move abroad, the following results were obtained (Table 2). The means for the reasons to moving abroad can be seen for career, family, escape and adventure by order of frequency.

Table 2: Reasons for moving abroad

	Career	Family	Escape	Adventure
n	274	274	274	274
Mean	4.0608	2.7792	3.0438	4.5523
Median	4.3333	3.0000	3.0000	5.0000
Std. Deviation	.78417	1.10674	.96061	.62108

A one- sample t-test was conducted in order to determine if the difference was statistically significant. With a null hypothesis stating that the reasons to move abroad are all the same, it is possible to disprove the null hypothesis, and therefore the results support H1.

Table 3: One-Sample T-Test

	Test Value = 0			Mean Difference	95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)		Lower	Upper
Career	85.719	273	.000	4.06083	3.9676	4.1541
Family	41.567	273	.000	2.77920	2.6476	2.9108
Escape	52.450	273	.000	3.04380	2.9295	3.1580
Adventure	121.328	273	.000	4.55231	4.4784	4.6262

In terms of H2, Portuguese respondents will tend to move for reasons relating to escape (because of the crisis), a dummy was created distinguishing the sample between “Portuguese”

(n=142) and “other” nationalities (n=132). Using a one-way Analysis of Variance (ANOVA) (see table 4) one can test for the difference in means between the 2 groups. The results show that the mean for Portuguese “PT” to move for escape reasons is 2.93, compared to “other” nationalities with a mean of 3.16 respectively. With a mean of < 3 representing moderately or strongly disagreeing with a reason for moving.

Escape is not reported as a main reason for the Portuguese to become SIE’s and H2 is therefore not supported. However, the ANOVA showed that the Portuguese move abroad for career reasons more than other nationalities; with averages of 4.23 and 3.87 respectively (See Table 4).

Table 4- One-way ANOVA between “Portuguese” and “Others”

Factors		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Career	Other	132	3.8788	.88936	.07741	3.7257	4.0319
	PT	142	4.2300	.62919	.05280	4.1257	4.3344
	Total	274	4.0608	.78417	.04737	3.9676	4.1541
Adventure	Other	132	4.6490	.54999	.04787	4.5543	4.7437
	PT	142	4.4624	.67003	.05623	4.3513	4.5736
	Total	274	4.5523	.62108	.03752	4.4784	4.6262
Family	Other	132	2.6250	1.06358	.09257	2.4419	2.8081
	PT	142	2.9225	1.13033	.09486	2.7350	3.1101
	Total	274	2.7792	1.10674	.06686	2.6476	2.9108
Escape	Other	132	3.1641	.93058	.08100	3.0039	3.3244
	PT	142	2.9319	.97772	.08205	2.7697	3.0941
	Total	274	3.0438	.96061	.05803	2.9295	3.1580

Finally, for Hypothesis 3.a) SIE’s who move for career reasons will value employer branding factors in the following order; 1) extrinsic 2) talent use and 3) company reputation. And H3.b) SIE’s who move for adventure reasons will value employer branding factors in the following order; 1) intrinsic 2) talent use and 3) company reputation, two segments were first identified to analyse: SIE’s who move abroad for 1) career reasons (careerists) and 2) adventure reasons (adventurers). By using descriptive statistics the median values were identified for both

factors, Career =4.3 and Adventure =5 (see table 2). These values were used as the cut off score to create the two factors. The reason for such a high adventure median was because 51.8% of respondents answered, “strongly agree” to questions related to the adventure factor.

Following this, a Multiple Analysis of Variance (MANOVA) was used to test the dependent variables identified from the factor analysis: extrinsic, intrinsic, talent use and company reputation (see table 5).

With regards to the ranking, results showed that adventurers valued first 1) intrinsic factors, 2) company reputation 3) talent & extrinsic. Contrasting to careerists who valued 1) intrinsic factors 2) extrinsic factors 3) company reputation. Hypothesis 3a) and 3b) are not supported by the results.

Table 5- MANOVA Descriptive Statistics: Careerists vs. Adventurers

	Careerists				Adventurers			
	Mean	Standard Dev.	N	P	Mean	Standard Dev.	N	P
Intrinsic	4.55	0.47	140	0.00	4.47	0.50	142	0.08
Extrinsic	4.24	0.60	140	0.00	3.98	0.73	142	0.121
Company Reputation	4.16	0.62	140	0.00	4.09	0.69	142	0.075
Talent Use	4.08	0.63	140	0.00	3.98	0.70	142	0.091

7. Discussion

Adventure and career reasons were most frequently cited as reasons for SIE’s to expatriate, with means of 4.55 and 4.06 respectively (table 2); H1 is therefore supported. Interestingly, family was the least likely reason for SIE’s to expatriate (mean= 2.77). One possible explanation is the demographic of the sample used, with an average age of 24, participants are not at this stage in their lives. Rather their desire to experience different cultures and get a step on the career ladder is stronger.

With regards to H2, escape was not reported as the main reason for Portuguese to expatriate. However, as previously discussed, the Portuguese move abroad more frequently for reasons relating to career. This indicates that the challenging job market in Portugal influences the Portuguese to seek career development opportunities abroad. Whilst not directly an escape, the lack of opportunity for career progression, as a direct result of the economic crisis, still influences this group of individuals to become SIE's.

Concerning H.3a) and H.3b) intrinsic factors were considered most important for both careerists and adventurers. This factor included; gaining career-enhancing experience, feeling good about oneself as a result of working for the organization and acceptance/belonging. The significance of this shows that regardless of ones motivation for expatriating, there will be factors that are inherently important for SIE's within organisations. These are factors that all firms want to attract and retain SIE's should consider within their employer branding strategies.

Adventurers found the company reputation to be the second most important factor. This concerns aspects such as the quality and innovation of products or services a company produces and the level of customer orientation. This may be because adventure is associated with new experiences, change and challenges; thus an innovative, competitive organization would be attractive for these adventurers. In addition this group found extrinsic factors such as job security, salary and promotion opportunities to be least important within organisations. Since these individuals are less concerned with salary needs, they place more value on the companies' reputation, processes and business model than purely career progression and rewards. Conversely, careerists placed more importance on these extrinsic factors such as job security, salary and promotion opportunities. It should be noted that, individuals who are, in the first place, willing and able to become an SIE are already breaking a status quo and seeking new experiences to what they have in their home countries. However, the

phenomenon here explores more specific drivers for those individuals and how they differ.

Both careerists and adventurers reasons to become SIE's are aligned with their expectations of companies in terms of employer branding, but hypothesis 3a) and 3b) are not supported by the results.

7.1 Repatriation

In order to fully understand how organizations can help attract, develop and retain the career capital of these individuals it is important to have an understanding of why individuals may return home. In the survey, 29 respondents were previously SIE's and have now returned home to their countries. When asked for the reason why they returned, significant patterns could be seen, from which 3 distinctive categories were identified.

1) Personal development factors: Responses in this category included self- repatriation because of the desire to pursue personal development opportunities such as returning to study. Similarly, individuals returned home due to a lack of career advancement opportunities or difficulties such as learning the local language.

These skills based reasons can be closely linked to the know-how dimension of career capital and an individuals' desire to gain explicit and implicit competences and knowledge. In addition it supports the reasoning of H3) that SIEs value intrinsic factors such as “gaining career-enhancing experience” most.

2) Social factors: The second category relates to social reasons for self-repatriation. Responses included homesickness and friends/family or relationship reasons. This can be closely linked to the know-who career capital dimension and the reasoning of H3) that SIEs value intrinsic factors such as “acceptance and belonging ” most.

3) Bureaucracy factors: The final category identified was the repatriation of SIE due to bureaucratic reasons such as visa issues or contract completion. These factors are

interesting given that they are external reasons and beyond an individual's control. The repatriation decision was not necessarily self-initiated so the retention of these individuals may be more complicated. From an organisational level, companies can do little but support the individual through these processes.

8. Conclusion

This study has identified that SIE's differ in their reasons to expatriate. With reasons relating to adventure and career being the strongest.

Portuguese people do not necessarily become SIE's for reasons relating to escape compared to SIE's of other nationalities. However, it can be seen that the Portuguese move more often, for reasons relating to career than other nationalities. Regardless of reasons to move abroad, intrinsic factors were perceived to be important to all SIE's in terms of employer branding. In addition, careerists place more importance on extrinsic factors and adventurers value the company reputation more. Talent use was least important to both careerists and adventurers. It can therefore be seen that the reason for becoming a SIE can influence the importance that individuals place on different employer branding characteristics, thus in which areas career capital can be developed. By matching the empirical research with the career capital theory the following policy recommendations can be given to HR managers in attracting, retaining and developing SIE's.

8.1 Implications/Recommendations for practitioners

8.1.1 Developing knowing-how capital

From an organizational perspective, companies can help develop knowing-how career capital through increasing the range of responsibilities, the nature of the international environment and give higher levels of autonomy (Suutari and Mäkelä 2007). In addition, knowing how capital can be developed through the foundation of specialized communities of interest,

planned job rotations or involvement in project teams as well as international assignments (Dickman & Harris, 2005). Such strategies would be particularly important for developing the career capital of careerists.

8.1.2 Developing knowing-whom capital

In order to address the social reasons for SIE's returning home, organisations can develop knowing-whom career capital through networking opportunities, workshops and ensuring better integration of SIE into the existing work force. Knowing-whom capabilities can also be encouraged through the use of mentoring programs, customer and in-company networking to support social capital accumulation (DeFillippi and Arthur, 1994). Such career capital is particularly important to develop amongst both the adventurers and careerists.

8.1.3 Developing knowing-why capital

Finally, to complete the three dimensions of career capital, organisations can develop knowing-why capabilities by influencing the identification (and commitment) of employees through socialization into the organizational culture (Martin, 1995). This can be achieved through practices such as team building (DeFillippi & Arthur, 1994), reward policies and career management processes (Schein, 1985). Such should be developed amongst all SIE's, regardless of whether they are careerists or adventurers; knowing-why is closely related to intrinsic factors and most important in terms of employer branding.

9. Limitations

One limitation to this study is the requirement of data manipulation through a factor analysis. It is important to emphasize that factor analysis methods alone do not reveal the cause of covariability and that the final result of factor analytical investigation depends, in part, on the decisions and interpretations of the researcher. A number of different interpretations can be made and therefore it may not identify causality and this is a limiting factor. In addition, the

factor analysis can only be as good as the data allows, the self-reported nature of the data collection technique may influence the validity or reliability of the results.

A second limitation is the distribution method via social networks such as Facebook. The questionnaire was distributed on both public and private channels and so was accessible, theoretically to anybody with the URL link. This may influence the validity and reliability of the sample. Similarly, individuals who do not fit into our target group are able to participate and able to influence the results. In order to prevent or limit this occurring, the questionnaire was structured to enable answers from a broad sample, with filters designed to identify the target audience.

10. Suggestions for Future Research

This research briefly touches upon the topic of repatriation of SIE's, a phenomenon that is currently under-researched, with many studies focused on repatriation from corporate international assignments. An interesting future study could investigate the implications of young SIE's returning home from a psychological, cultural or career progression perspective. Tharenou & Caulfield (2010) study why and how professionals who self-initiate expatriation, repatriate. They investigate the push and pull factors of host and home countries however do not delve deeper to understand the impact of such a decision at the individual level.

Similarly, a future study may consider why "personal development" is stated so frequently as a reason for repatriation. Research may explore why many SIE's return to study after being exposed to the work place. If this is the case, how can companies create effective study programs or opportunities to retain and train this talent?

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12. Appendix

12.1 Appendix A- Reasons to Expatriate- developed from J. Selmer and J. Lauring (2012)

Factor 1-Travel/Adventure (alpha . 0.88).

I want to see more of the world.

I desire an adventure/challenge.

I want new experiences.

Factor 2- Career (alpha . 0.82).

I desire to enhance my career prospects.

I want to do the right thing for promotion.

I thought it might do my career some good.

Factor 3- Family (alpha . 0.62)

The entire family was involved in the decision to expatriate.

We wanted to do what was best for the entire family.

Factor 4- Life Change/Escape (alpha . 0.71).

I want to escape from my current situation.

I am bored with my home country.

I want something new.

12.2 Appendix B- Percieved Employer Attractiveness (Employer Branding)- Factors from

Alniacik & Alniacik (2012)

Factor 1: Social Value

Feeling good about yourself as a result of working for the organisation

Acceptance and belonging

Having a good relationship with your superiors

The organisation both values and makes use of your creativity

Good promotion opportunities within the organisation

Recognition/appreciation from management

Job security within the organisation

Factor 2: Market Value

The organisation produces innovative products and services

The organisation produces high-quality products and services

Opportunity to apply what was learned at a tertiary institution

The organisation is customer-orientated

Factor 3: Economic Value

An above average basic salary

An attractive overall compensation package

Factor 4: Application Value

Humanitarian organisation gives back to society

Opportunity to teach others what you have learned

Factor 5: Cooperation Value

Hands-on inter-departmental experience

Supportive and encouraging colleagues

Factor 6: Working Environment

A fun working environment

12.3 Appendix C- Perceived Employer Attractiveness (Employer Branding): Factor Analysis using Varimax rotation

Extrinsic

- 7.8. Job security within the organization
- 7.13. An above average basic salary
- 7.1 4. An attractive overall compensation package
- 7.6. Good promotion opportunities within the organization

Intrinsic

- 7.1. Gaining career-enhancing experience
- 7.2. Feeling good about yourself as a result of working for the organization
- 7.3. Acceptance and belonging

Company reputation

- 7.9. The organization produces innovative products and services
- 7.10. The organization produces high-quality products and services
- 7.12. The organization is customer-orientated

Talent Use

- 7.7. Recognition/appreciation from management
- 7.11. Opportunity to apply what was learned at a tertiary institution
- 7.16. Opportunity to teach others what you have learned