Bringing Self-Initiated Expatriates and Companies Together

Sabrina Autrata

Master in Human Resource Management and Organizational Consultancy

Supervisor:
PhD Christopher John Brewster, Invited Full Professor,
Iscte-IUL

PhD Henrique Manuel Caetano Duarte, Associate Professor,
Iscte-IUL

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Department of Human Resources and Organizational Behavior

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Resumo

O objectivo deste estudo é examinar como, se de fato, empresas utilizam o que foi descoberto sobre as motivações dos expatriados auto-iniciados (EIE) para atrair, contratar, desenvolver e reter indivíduos de alto valor provenientes de países estrangeiros. Para este fim, foram formulados múltiplos objectivos e hipóteses de investigação através de uma revisão bibliográfica. Estes abrangem as principais motivações dos EIE para expatriar; em quais destas motivações as empresas estão interessadas; quais são os programas e políticas de empresas para EIE; quanto estes motivos estão integrados nas estratégias; e como os profissionais de recursos humanos os avaliam criticamente. Foram realizadas entrevistas com onze organizações sediadas principalmente na Alemanha para responder a estas questões. Com estas conclusões, foi possível verificar se as questões de investigação e, portanto, as hipóteses foram apoiadas ou não. Concluo que os profissionais de Gestão de Recursos Humanos (GRH) podem parcialmente identificar as motivações dos EIE, que existem motivações e traços de personalidade dos SIE que interessam às empresas, que as organizações têm algumas estratégias de SIE que estão, na sua maioria, centradas no essencial, que os motivos dos expatriados são geralmente integrados nas políticas e programas de GRH, e por último que empresas geralmente têm consciência de que não têm políticas devidamente estabelecidas especificamente orientadas para EIE. Identificam a falta de recursos como a principal razão para tal, mas têm ideias para implementar melhores estratégias no futuro. Finalmente, registro as implicações que as conclusões podem ter em prática, as limitações do estudo e tópicos de futuras investigações.

Keywords: Human Resources, Expatriates, Attraction, Selection, Development, Retention

JEL Classification:

F22 – International Migration

J24 – Human Capital; Skills

J61 – Geographic Labor Mobility; Immigrant Workers

O15 – Human Resources; Human Development; Income Distribution; Migration

Abstract

The purpose of this study is to examine how, if at all, firms use what has been discovered about the motivations of self-initiated expatriates (SIEs) to attract, hire, develop and retain high-value individuals from foreign countries. In order to do this, multiple research goals and hypotheses were formulated through a literature review. These cover the main motivations of SIEs to expatriate; which of these motivations companies are interested in; what SIE programs and policies companies have; to what extent these motives are integrated into the strategies; and how human resource professionals critically evaluate these. Then interviews were conducted with eleven organizations based primarily in Germany, with a focus on answering these questions. With these findings, it was possible to verify whether the research questions and therefore hypotheses were supported or not. I conclude that Human Resource Management (HRM) professionals can identify some (but not all) motivations of SIEs, that there are SIE motivations and personality traits which interest companies, that organizations have some SIE strategies which are for the most part focused on the essentials, that expatriates' motives are generally integrated into HRM policies and programs, and lastly that companies are generally aware that they do not have properly established policies specifically targeted towards SIEs. They identify a lack of resources as the main reason for this but have ideas for implementing better strategies in the future. Finally, I note the implications which the findings can have in practical terms, the study's limitations and future research topics.

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"Internationally-operating organizations and SIEs share common interests, which proactive corporate management of this source of scarce talent could help foster. Such management would serve both organization and SIE, helping the former more effectively manage shortages in human capital and the latter to further their careers."

Vaiman, Haslberger, & Vance (2015)

1. Introduction

As Ian Mitroff (1987) stated, "For all practical purposes, all business today is global. Those individual businesses, firms, industries, and whole societies that clearly understand the new rules of doing business in a world economy will prosper; those that do not will perish". Globalization allows organizations to attract, hire, develop and retain employees from all around the world. Indeed, since 1970 the number of multinational corporations has grown from some 7,000 to 38,000 in 2000 and over 60,000 in 2016 (Greer & Singh, 2000; Kordos & Vojtovic, 2016). The rise of internationalism has brought with it a rise in international migrants. According to the UN, migrant numbers have only been increasing, reaching 271 million in 2020 (3.4% of the world's population), up from 248 million in 2015 and 220 million in 2010. Of these, around 57 million, or 0.75% of the world's population, are expatriates: legally working individuals who are temporarily residing in a country of which they are not a citizen (Finaccord, 2014). An increasingly global world has brought forth the concept of international human resource management (IHRM), which was in its infancy from the mid-1980s to the turn of the 1990s (Laurent, 1986). IHRM has many differing definitions, but it is "broadly concentrated on examining the HRM issues, problems, strategies, policies and practices which firms pursue in relation to the internationalization of their business" (Brewster et al., 2016). The growing prevalence of expatriates in the workforce has coincided with and contributed to the growing prevalence and importance of IHRM. With workers from different

cultural backgrounds and nationalities, it is important for companies to take these into consideration when shaping its strategies and policies.

It was only recently that the differentiation was made between different types of expatriates, namely assigned expatriates (AEs) and self-initiated expatriates (SIEs) (Suutari & Brewster, 2000). This distinguishes between those expatriates who are sent to live and work abroad by their employer (AEs) and those who go of their own initiative (SIEs). Furthermore, AEs usually pursue organizational goals, whereas SIEs pursue their individual goals. AEs are assets which companies already possess, in contrast with SIEs who either apply for a job before they leave home or after they have arrived. They are nearly always employed on local contracts, rather than enhanced AE contracts and therefore are much cheaper in comparison, whilst potentially bringing many of the benefits of international experience and language skills. Since the differentiation and increase in the number of expatriates, they have been receiving increased attention both from the public and in literature, but there has been little information available on how organizations utilize the information which has been discovered about how to use SIEs to their advantage.

The goal of this paper is to examine how, if at all, firms use what has been discovered about the motivations of SIEs to attract, hire, develop and retain high-value individuals from foreign countries. Building on this main question and the research in the following sections, the subsequent research goals can be defined:

1. What are the main motives that HRM professionals identify in their potential self-initiated expatriate applicants?
2. Are there any motivations or personality traits that interest companies in particular?
3. What SIE policies and programs do companies have?
4. To what extent are SIE motives integrated into the HRM policies and programs of their companies?
5. How do HRM professionals critically evaluate the existing (or nonexistence of) HR policies and programs in their companies?

This research will show how factors, influences, potential gains and drawbacks could push companies to hire SIEs, and what methods they use in which specific situations in order to do so. This study takes the literature concerning expatriate motivations one step further, as it explores

how firms use the available knowledge on SIEs' characteristics and motivations to attract, hire and retain them. Through this, the reason why companies hire SIEs in the first place will become more apparent. It is mutually beneficial for both firms and individuals to understand how to find the best possible fit for their respective needs and establish a positive and successful working relationship. Not only can individuals benefit from expatriation, but the company itself can greatly profit from a diverse, multicultural and international workforce.

Organizations are compelled to design and implement creative and even aggressive strategies to attract and recruit high-value individuals (Tarique & Schuler, 2012). This could include strategies such as targeting specific personality- or competency-related profiles or specific networking websites, offering full career or family support, or taxation and banking assistance. In order to avoid frustration or underemployment, it is necessary to align the individual's goals with those of the firm, channeling SIEs' talents towards the appropriate direction to benefit both (Doherty & Dickmann, 2013). This means the company needs to have options for learning, autonomous and challenging work, and promotion and clear career growth opportunities. Doing so will help the SIE foster personal identification with the organization, leading to long-term commitment. Overall, based on the motivations of SIEs to go abroad, organizations can adapt their strategies in order to more successfully identify, recruit, select, develop, manage and retain SIE talent, subsequently fulfilling their motivations for a diverse, multicultural, motivated, hard-working and positive workforce.

This study is divided into sections, the first being a review of the relevant literature covering expatriates and expatriation, SIE and organizational motivations, SIE management, attraction, selection and retention. Taking the literature review and upcoming methodology into account, the research goals and hypotheses based thereupon will be presented. Next, the study itself will be described, including its methodology (semi-structured interviews) and sample (eleven HRM professionals based primarily in Germany, but also Russia and the USA). Then, the next section will show the results and relate them to theories and other studies presented previously, followed by a discussion in which the hypotheses are either supported or rejected. Lastly, the final section will cover practical implications, limitations and future research topics.

2. Literature Review

2.1. Expatriates and Expatriation

In order to have a solid background on the subject matter, it is important to first define and elaborate on what is meant by expatriates, expatriation and the different types thereof. People have been expatriating for as long as there have been countries to expatriate from. History shows people taking astonishing journeys, empires sending ambassadors, and churches sending missionaries. International trade has also fostered expatriation; for example, the Silk Road dates back millennia and stretched from the Korean peninsula and Japan to the Mediterranean Sea, running through Eurasia, connecting the east and west (Elisseeff, 2001). Similarly, huge European trading companies, established well over 400 years ago (and some even still active today) claimed exclusive rights over vast areas of the globe. Even passports, or paperwork that served a similar role, were first seen referenced in the Hebrew Bible around 450BC. The first use of the word "passport" dates back to 1540, but it wasn't until World War I that they began to be required for international travel, taking the form that we recognize today by the beginning of the 20th century (Benedictus, 2006). Then in the 1980s and 1990s, booming Asian economies began to draw greater numbers of expatriates. Towards the end of the 20th century, globalization and technology advancements greatly expanded the worldwide market for both skilled professionals and the companies that would seek to hire them.

The word "expatriate" itself comes from two Latin terms put together: *ex*, meaning "out of" and *patria*, meaning "native country, fatherland". The first use of the term was seen in the 17th century, referring "to the 'pioneers' (including artists, authors and entertainers) who left one (usually European) country to make a life elsewhere without any real possibility of return, or to those who renounced their allegiance or were exiled and denaturalized…it was used as a synonym for what we now call 'migrants'" (McNulty & Brewster, 2016). Since then the number of expatriates has increased. It is important to be clear on what is meant by "expatriate" as there is an abundance of differing definitions, boundary conditions and even single terms, or worse, the term is assumed without any definition being specified. A clear and consistent definition will allow studies to have their intended impact, higher levels of construct validity and more reliable

measures. McNulty & Brewster (2016) have organized the field's collective knowledge on the definition and proposed a definition and boundary conditions for it. Taking this into account, the definition which will be used here is: A legally working individual who is temporarily residing in a country of which they are not a citizen. This statement includes all five boundary conditions for being an expatriate: (1) residing abroad, (2) organizationally employed, (3) the intended stay is temporary, (4) non-citizens, and (5) legal compliance. In their definition, McNulty & Brewster (2016) also state that expatriates aim only to "accomplish a career-related goal", but here it is important to note that in this case expatriates are in pursuit not necessarily only of career goals, but also of cultural and personal development experiences. These conditions also differentiate them from other groups of people going abroad, including students, retired people and migrants.

With this overarching definition in mind, it has been acknowledged that there are many different groups of expatriates even within these boundary conditions, most notably assigned expatriates (AEs) and self-initiated expatriates (SIEs) (Andresen, Bergdolt, Margenfeld & Dickmann, 2014; Inkson et al., 1997; McNulty & Brewster, 2016; Suutari & Brewster, 2000). The pioneers in making this distinction were Inkson et al. (1997), who were the first to seriously address the topic of self-initiated foreign work experience in contrast to expatriate assignment. Although their work focused primarily on students, this would go on to form the basis for today's categorization of AEs and SIEs. They stated that with AEs, "the initiative for the international experience comes primarily from a company which operates internationally" and with the self-initiated, "the initiative for the international experience comes from the individual". At that point in time, whenever literature referred to expatriates, this generally meant AEs rather than SIEs. This led to there being a large amount of literature on AEs while SIE literature was nonexistent (Inkson et al., 1997; Suutari & Brewster, 2000). However, boundaries within and between organizations are dissolving, leading to careers becoming more flexible and more focus being placed upon shorter assignments and building skills rather than climbing company hierarchies. Tax levels, free movement of labor within the European Union and lack of job opportunities at home have also contributed to this. Consequently, SIE careers, groups and research thereupon are becoming more apparent and necessary.

Early research has specified four major characteristics that differentiate SIEs from AEs: the source of initiative, the goals for the foreign job, the source of funding and the career type. As

mentioned above, AEs' initiative for leaving their home country comes from the employer whereas for SIEs it comes from the individual. Second, the goals for AEs are normally specific organizational goals, while SIEs have more unspecified individual goals. Third, funding for AEs' relocation comes from the company and in the case of SIEs it comes from personal funding. Lastly, AEs are thought to have an organizational career, while SIEs have boundaryless careers (Biemann & Anderson, 2010; Jokinen et al., 2008). Even though the article by Inkson et al. (1997) was a pioneering work, it can be said that the subject matter was somewhat oversimplified. Generally, the most consistent defining and differentiating characteristic is where the initiative comes from, but other characteristics tend to overlap more. Since then, many more expatriate characteristics, groups and subgroups have also been identified. Suutari & Brewster (2000) suggested that SIEs are not a homogenous group, identifying six subgroups with differing characteristics: young opportunists, job seekers, officials, localized professionals, international professionals and dual career couples. Not only this, but other researchers have divided SIEs into groups based on function or geography. Furthermore, it has been identified that SIEs can also differentiate themselves by age, assignment length, number of previous experiences, position, and type of organization (Jokinen et al., 2008). SIEs are more often female, single and younger than AEs (Suutari & Brewster, 2000). SIEs are less likely to work for large, international companies and tend to occupy lower organizational positions (Jokinen et al., 2008). SIEs also have higher organizational mobility in their careers, meaning they are more likely to accept further assignments abroad as well as having a higher inclination towards changing organizations (Biemann & Anderson, 2010; Dorsch, Suutari, & Brewster, 2013; Jokinen et al., 2008).

When it comes to adjustment, there are a few ways in which SIEs can approach the issue from their side, including maintenance, transformation, entrepreneurship, and opt out (Halsberger, Brewster & Hippler, 2012). For maintenance, expatriates recognize career barriers and obstacles, and work with them to achieve their desired outcome; transformation means expatriates try and alter these barriers; for the entrepreneurship approach, expatriates take a further risk in opening a new business in order to avoid discrimination and legal constraints; finally, opt out occurs when the barriers push expatriates to operate outside existing structures and involves a certain sense of failure when it comes to their desirable outcomes. It has been found that training is much less beneficial to SIEs' adjustment than factors such as mentoring, supportive relationships,

socialization tactics, organizational/social/cultural fit and even country relationships (Bozionelos, 2009; Fu et al., 2004; Richardson & McKenna, 2006).

After adjusting and settling into life as an expatriate, some SIEs never return home, or in their case, home has become the country which they expatriated to. The longer and more embedded an expatriate is in their life abroad, the less likely they are to want to return home. Similarly, it was found that lifestyle, cultural similarity and relationships in the country abroad are important (Bozionelos, 2009; Tharenou & Caulfield, 2010). There are certain situations which would lead an SIE to more seriously consider returning home, for example pressures from home, loss of work, family separation, sick family members, relationships at home, and career and lifestyle issues (Tharenou & Caulfield, 2010; Richardson, 2006; Suutari & Brewster, 2013). Once back in their home country, some studies have found that in some cases SIEs adjusted very quickly as they found work easily and their international experience and developed language, cultural and technical skills worked in their favor (Richardson & McKenna, 2006; Tung & Lazarova, 2006). However, other studies showed that SIEs had problems finding work, leading to frustration, disappointment and dissatisfaction with life in their home country (Begley et al., 2008).

2.2. Expatriate Motivations

All SIEs have their own motivations for making the decision to live and work abroad and it is important for organizations to be aware and accommodating of these in order to successfully attract, hire, develop and retain high-value individuals from abroad. While AEs are more or less willingly sent by their home organizations to a foreign subsidiary, SIEs take the initiative of relocation by themselves. This means that more personal initiative is required and the personal motivations towards internationalism, though also found among AEs, can be expected to be much higher (Suutari & Brewster, 2000). On the other hand, it has been stated that SIEs are a lot less motivated by career and development considerations than AEs (Andresen et al., 2012; Carr et al., 2005; Doherty et al., 2011). SIEs, unlike AEs, do not have guaranteed employment in their new country of residence, which is why it is beneficial for companies to know how to best attract, hire and retain them. Through the research gathered up until now, it can be said that the motives of SIEs are quite diverse, spanning both personal and professional motivations. SIEs do not just have "a single, overriding motive, but an identifiable constellation of motives" (Hippler, 2009).

Cerdin & Le Pargneux (2010) use career anchors to categorize SIEs' motivations; these anchors are elements of a person's self-concept they are not willing to give up, even when facing a difficult decision. Lifestyle is a dominant career anchor for SIEs, meaning lifestyle abroad and work-life balance are significant motivators (Cerdin & Le Pargneux, 2010; Doherty et al., 2011). The internationalism career anchor is also important, involving crossing boundaries both organizational and geographic (Arnold & Cohen, 2008; Inkson, 2006). This also points towards SIEs leading boundaryless careers. Location factors are also seen as important motivators for SIEs, particularly the country's location and reputation, but when it comes to career, the prestige of job postings is an important factor (Doherty et al., 2011). Froese (2012) also found that SIEs were not only motivated by the desire to have international experience, but also the desire to live and work in a particular location. Other driving factors included financial incentives, career development, motivation to explore, desire for adventure and to see the world, escape, and even an individual's perceived confidence in the ability to live and work abroad. Jokinen et al. (2008) also found that perceptions of labor markets and organizations, both at home and abroad, influenced the decision. Personal connections to a host country were important as well; for example, employees who had ties with friends or family members, or previously studied in another country, were more likely to look for work there (Baruch et al., 2007; Vance, 2005). Similarly, having low family influence and no partner motivated them as well. On the other hand, strong ties with family members at home reduce the probability for people looking to go abroad. Tharenou (2003) found that cross-cultural experiences, growth, career prospects, excitement and meeting new/different people were major reasons for becoming an SIE. Some people came across the opportunity to become an SIE by chance, after which they were driven by adventure/travel, life change, family and financial reasons and believed the experience would be positive for their careers and children alike (Richardson & Mallon, 2005). Other motivators are more personal, including acquiring personal and technical skills, awareness and discovery of themselves, cross-cultural skills and a better understanding of their personal values (Hudson & Inkson, 2006).

The motivations of SIEs are broad and can be divided into a number of differing categories. Shaffer et al. (2012) have organized motivators into external (personal agency and country and family considerations) and internal influences (intrinsic and extrinsic motivators and personal characteristics). Personal agency refers to the degree to which the person has free choice in the matter. Country and family considerations include the location, city-specific factors, standard of

living, reputation, prestige, cultural similarity, attitudes and behaviors of citizens, security, personal relationships and work-family balance (Dickmann et al., 2008; Dickmann & Mills, 2010; Hippler, 2009). Intrinsic motivators are driven by internal rewards, such as personal satisfaction, accomplishment or enjoyment. Therefore, personal development and challenges derived from the associated enjoyment of international experiences, both work and non-work, are important considerations for SIEs (Biemann & Anderson, 2010; Chew & Zhu, 2002; Hippler, 2009; Richardson & Mallon, 2005). Extrinsic motivation refers to outside factors. In the case of SIEs, they are motivated by monetary incentives, for example, which include financial rewards, compensation packages and fringe benefits (Chew & Zhu, 2002; Richardson & McKenna, 2002). Personal characteristics such as age, geographic origin and experience also have an effect on the choice to become an SIE. It was found that younger SIEs are more motivated by adventure, career and money; male SIEs are more motivated by money and opportunities to change their life, and females self-initiate more often than males (Selmer & Lauring, 2010; Suutari & Brewster, 2000).

Similar to internal and external influences, Crowley-Henry (2007) divided the motivations of local expatriates into subjective (self-fulfillment, personal development etc.) and objective (financial benefits etc.) motivations. The study found that SIEs have both types of motivations when going abroad. Przytula (2015) divided SIE motivations into five categories: development of professional skills and managerial experience, cognitive curiosity (explore a new country/culture, learn a new language, gain the experience of working and living in a new country), personal motives (family and social links, desire to escape from personal problems), economic motives, and career support. In their research, Lauring et al. (2014) divided their motivations into sections based on tourism motivations (seeking and escape reasons) and work motivations (career and financial reasons). They found mixed motives among SIEs, meaning expatriates go abroad not only for work reasons, but also tourism reasons (especially seeking reasons/pull motives). Motivations also differed demographically; for example, the tourism motive was strongest among younger, non-married, non-EU respondents. Younger people were also more motivated by financial and career issues than older people.

Another alternate classification divides motivators into push and pull factors, where lifestyle, family and partner considerations tend to be pull factors towards the home context and career, culture and economics are generally push factors attracting people to move abroad (Jackson

et al., 2005; Tharenou, 2010). Doherty et al. (2011) used 38 motivational items to identify eight factors resulting from their analysis: location, career, foreign experience, host, family benefits, home-host relations, personal relationships and push factors. The top three influences were the desire for adventure, confidence in their ability to work/live abroad and to see the world, while the three least important influences were the ability to support their family better abroad, health reasons and following friends. This also reflects "the multivariate nature of the decision process." Hippler (2009) compiled a comprehensive account of motivation research up until that point and also contributed to it with his own research. He concluded that there are 51 categories, divided into five groups of motives, namely those rooted in: the person and his/her circumstances, the country/location or their features, the new task/position or their features, the previous position/task or their features, and other motives. The most important motivations, which were consistently investigated in many studies, are: interest in a foreign country or internationalism (personality development), career prospects/career advantage (career), improvement within one's field/learning new occupational skills (personnel development) and income/salary/compensation (contract) (Hippler, 2009).

Early research described SIEs as a homogenous group. Since then it has been determined that there are many different types of SIEs, subgroups which all have different characteristics and motives. Even before the distinction was made between SIEs and AEs, expatriate motivations were explored and subgroups identified. Kammel & Teichelmann (1994) proposed six groups: the legionary, careerist, adventurer, curious, fugitive and global player. Barry (1998) identified three distinct motivational components: explorer (see the world), goal seeker (career goals) and escaper (undesirable work or personal situations at home). As mentioned earlier, Suutari & Brewster (2000) found six subgroups of SIEs whose motivations often differed. Young opportunists are young people who go abroad for extended periods of time, not only for work, but travel and tourism as well. Their most important motives were found to be professional development and career progress. Job seekers were those SIEs who are not satisfied with their work situation at home and therefore classified the poor work situation and financial benefits as important motives. Officials work within international organizations, including the EU or UN, and regard economic benefits, personal interest in internationalization and new experiences as important motivators. Localized professionals are those who chose to stay abroad for a longer period of time, often not regarded as expatriates in their organizations. This group is diverse in and of itself and motivations included

personal interest in internationalization, preference for the local environment, better career possibilities and relationships with locals. International professionals are global specialists or "mercenaries" who stay outside of their home country permanently, changing employers and countries based on the job offers they receive. Their motivations do not differ much from other SIEs, but economic benefits are more likely to have been ranked higher by this group than others. Lastly, dual career couples are people who followed each other abroad, the main motivation then also being the expatriate assignment of the spouse. Similarly, McDonnell & Scullion (2013) identified six groups based on their primary motivations for becoming an SIE, which are: exploring, career focused, financial, continuous, localized and trailing SIEs.

As one can see, there are countless ways to categorize SIEs' motivations, but overall, the results show very similar motivation patterns across the board. Using the literature explored in this section, a summary of SIE motivations has been created and can be seen below, in Table 1.

Motivations to Go	
Internationality	
• International/New/Cross-cultural experiences	• See the world
• Explore (new country/culture)	• Excitement
• Adventure	• Meeting new people
• Travel	• Cognitive curiosity
Personal characteristics	
• Age	
• Geographic origin	
• Experience	
Personal development	
• Growth	• Personal satisfaction
• Life change	• Accomplishment
• Personal skills	• Enjoyment
• Awareness and discovery of themselves	• Self-fulfillment
• Cross-cultural skills	• Learn new language
• Better understanding of personal values	
Career	
• Job itself	• Reputation
• Prestige	• Security
• Labor market and company perceptions	• Career support
Financial incentives	
• Financial rewards	
• Compensation packages	
• Fringe benefits	
Professional development	
• Career prospects	• Cross-cultural skills

• Technical skills		• Managerial skills	
Lifestyle			
• Low family influence		• Cultural similarity	
• No partner		• Security	
• Standard of living		• Work-life balance	
Location			
• Country		• Environment	
• Reputation		• Attitudes and behaviors of citizens	
• City-specific factors		• Security	
Escape			
• Current lifestyle		• Organization	
• Labor market		• Family	
• Job		• Personal problems	
Personal connections			
• Family or friend ties			
• Studied there previously			
Family			
• Positive for their children			

Table 1: Expatriate Motivations

The first research goal mentioned above asks the question, what are the main motives that HRM professionals identify in their potential self-initiated expatriate applicants? Given that there is such a diverse spectrum of motivations among SIEs and assuming the general knowledge of HRM professionals, the following can be hypothesized:

Hypothesis 1: HRM professionals can identify some (but not all) motivations of SIEs.

2.3. Organizational Motivations

Not only do SIEs have motivations for seeking employment abroad, but organizations themselves have their own motivations for seeking to employ SIEs. Doherty (2013) states that SIEs "can potentially bring fundamental benefits to host countries and organizations…the talent of SIEs can therefore be of benefit at national and institutional levels." Along these lines, Viaman et al. (2015) state, "SIEs have a special position in organizations, enabling them to play a bridge-building role. As local hires with non-local passports and perspectives, they are uniquely situated to facilitate cross-cultural understanding and an international outlook in their workplaces." Companies can greatly profit from a diverse, multicultural and international workforce, the benefits of which include increased creativity, innovation, problem solving, commitment, acceptance and inclusion, improved corporate image, higher performance, reduced employee

conflicts and more. Expatriates can aid in overcoming managerial and technical shortages, can be vital in knowledge transfer, help exercise strategic control over local operations and assist in the integration and cohesion of global operations (Kobrin, 1988; Mayrhofer & Brewster, 1996; Scullion, 1994). Przytula (2015) divided organizational motivations into four categories: managerial development (build a team of international managers, network ties and interpersonal relationships, broaden intercultural experience), control and coordination of local business (control costs and achieve business goals, solving operational and technical problems), lack of qualified locals (lack of resources and knowledge, managerial and technical skills) and transfer of knowledge, culture and technology (endeavor new solutions).

The return on investment of SIEs can be significant. They are nearly always a less expensive source of international talent than AEs because the vast majority accept local terms and conditions. SIEs also facilitate organizational agility because they allow companies to source the right talent quickly as they are often already in or near the location where talent shortages may exist. They desire power-shared employment relationships, thus instilling a higher level of maturity. SIEs want to be involved in the terms of their employment and therefore are more invested in the outcomes. SIEs want to be global and to succeed, striving hard to achieve both. Also, because their investment centers largely on being global, they are driven by more than just financial gain (McNulty, 2014). Because of this global mindset and their potentially diverse work experiences, SIEs are able to apply best practices that are followed across the globe. They consider the various mindsets of various stakeholders, which will allow organizations to amalgamate themselves with the diverse values and systems all over the world. Because SIEs have had to get used to thinking differently and adapting to their new environments, they are able to use novel and creative techniques for solving problems. Similarly, they are likely to bring fresh and new approaches and ideas to companies. This can help refine current systems and move towards expansion. SIEs can be more motivated, as it is a huge step for them to move abroad and rebuild their lives. SIEs also enrich and diversify corporate culture. They help companies be active internationally, including by showing they have an international team of employees. SIEs promote the development of employees on both knowledge and personal levels. Because of this, SIEs are especially important to multinational companies. Regardless of how globally integrated their strategies, they are still executed by local employees. SIEs would give other employees a more international perspective, as they themselves have a more international rather than local

identification (Kobrin, 1988). Therefore, they would help internationalize local workers, develop both their knowledge and identification with the international company, and spread and institutionalize the corporate culture.

It is also important to consider how SIEs can be utilized in foreign subsidiaries of multinational enterprises, as they are a valuable alternative to AEs or local employees. SIEs employed in a foreign subsidiary of a multinational enterprise from their home country bring the advantages of AEs, but also alleviate AE and local employee problems at a much lower cost and with more host country knowledge (Furusawa & Brewster, 2019). Their dual allegiance and their knowledge of both countries' language and culture puts them in the ideal position of being boundary spanners between AEs and local staff, as well as the company subsidiary and headquarters, facilitating substantial interactions between the different groups and acting as cultural mediators (Harzing et al., 2011; Okamoto & Teo, 2012). Furusawa & Brewster (2019) found that dual allegiance is a vital requirement for effective boundary spanning functions, which suggests that if organizations wish to engage in international business, SIEs are also a crucial resource for this as they build trusting relationships and a bridge between AEs and local staff as well as subsidiaries and headquarters.

It has long been said that employees who are internationally competent are essential to global business success (Black & Gregersen, 1999). A reduction in SIE employees results in detriments in terms of identification with the organization and global strategy, control and the internationalization of employees (Kobrin, 1988). McDonnell & Scullion (2013) suggest that because of their knowledge, skills and personality characteristics, SIEs represent a potential source of global leaders for organizations. They "may possess a higher tolerance for ambiguity, have international business knowledge and cross-cultural skills, and already be present in the country, thus reducing the high financial costs of relying upon traditional expatriates" (McDonnell & Scullion, 2013). SIEs move to a new country for work and are therefore able to make adjustments in their lifestyle and workplace. They understand that they will be working with diverse people whose ideas, beliefs and thoughts are not the same as theirs, which results in SIEs being more flexible than other employees. Many SIEs speak more than one language or strive to learn new languages, as well as having internalized more than one culture schema. SIEs are more inclined to interact with local employees and understand local culture (Furusawa & Brewster, 2019). This

means they can have the ability to communicate more effectively with stakeholders. Other employees who communicate and work regularly with SIE employees and this will broaden their horizons, introduce them to new ways of thinking and working, and enhance their own international, communication and interpersonal skills, contributing to an overall dynamic, positive and productive work environment. All of these benefits to organizations do not mean that there are no risks or drawbacks involved in employing SIEs, which is why effective management in all stages of their employment is vital to successful collaboration.

As is evident, there are many reasons why a company would want to employ SIEs, and using the literature explored in this section, a summary of these company motivations can be seen in Table 2 below.

Company Motivations	
Internationality	
• Bridge-building role • Boundary-spanner • Local hires with non-local passports and perspectives • Cross-cultural understanding • International outlook • Acceptance and inclusion	• Improved corporate image • Network ties • Broaden intercultural experience • Enrich/diversify corporate culture • Internationalize local workers
Performance	
• Creativity • Innovation • Higher performance • Motivation • Problem solving • Commitment • New solutions • Fresh ideas/approaches	• Best practices • More invested in outcomes • Higher level of maturity • Driven by more than financial gain • Communicate effectively with various stakeholders • More flexible • Multilingual
Effects	
• Knowledge/culture/technology transfer • Improved corporate image • Reduced employee conflicts • Overcoming managerial and technical shortages • Help exercise strategic control • Assist in integration and cohesion of global operations • Control costs • Achieve business goals	• Refine current systems • Move towards expansion • Develop employees on a knowledge and personal level • Develop employees' identification with the international company • Spread/institutionalize corporate culture • Broaden employees' horizons • Introduce them to new ways of thinking/working

Table 2: Company Motivations

The second research goal was: Are there any motivations or personality traits that interest companies in particular? Taking this into consideration, one can hypothesize:

Hypothesis 2: There are indeed SIE motivations and personality traits which interest companies in particular.

2.4. SIE Attraction and Selection

Successfully attracting SIEs has become all the more important due to internationalization, including that of small and medium enterprises (Anderson & Boocock, 2002). The comparatively small recruitment pool of SIEs is therefore diluted even further by the increasing number of firms competing for international talent. This pushes organizations towards using creative and aggressive strategies to attract and recruit talent (Tarique & Schuler, 2012). Strategies may be targeting specific personality and competency profiles or attracting a diverse pool of applicants and offering them full career support (Vaiman et al., 2015). Even though personal recommendations should not be underestimated, companies should work towards effective recruitment and selection techniques. When developing these policies, it is important to not only rely on technical skills or domestic track records, but also soft skills, which are often undervalued by organizations (Sparrow et al, 2004; Morley & Flynn, 2003). Not only this, but the selection criteria need to be carefully assessed and reflect the purposes of the position (Scullion & Collings, 2006a). Companies must note that they cannot solely rely on pull factors such as higher earnings or a better standard of living; becoming an SIE is a personal issue and "investing in the employment relationship is critical and the psychological contract matters most of all" (McNulty, 2014). This psychological contract is an indirect, unwritten, unspoken agreement between employer and employee, and includes career management support, family support and compensation when it comes to expatriates. When the psychological contract is met, it results in increased trust, loyalty, commitment and performance from SIEs.

SIEs must go through a lot more challenges when moving abroad for a job than a local employee would; therefore, it is also necessary to implement a more holistic approach to recruitment, including showing the candidates realistic job and living condition previews (Richardson et al., 2008). Similarly, companies should make an effort to find out why candidates

want to join the company and what their expectations are, enabling SIEs to feel as though they are doing meaningful work and are able to pursue their own goals, increasing retention (Lidström & Laiho, 2014). Companies should maintain regular ties with a range of local networking organizations, chambers of commerce and even women's organizations in order to identify and attract SIEs from the local labor market. Evidence shows that SIEs are active in local networking activities, as they help make connections which may lead to employment opportunities and local support systems (Vance, 2005; Vance & McNulty, 2014). Similarly, social networking websites, including LinkedIn groups or specific expatriate websites, can also aid in identifying SIEs. Organizations recognize that it is not necessarily simple to entice high-value SIEs because these SIEs recognize their market value themselves. Because of this, firms have to utilize more elaborate strategies to identify these high-value SIEs and improve their branding, leading to increased value proposition and transforming the firm into a talent magnet (Doherty & Dickmann, 2013).

Approaches such as proactive engagement with SIE candidates, setting clear organizational expectations and mentoring may all be useful in attracting SIEs. Also, providing family support, taxation and banking assistance etc. to ease SIE adjustment can entice candidates (Doherty & Dickmann, 2013). Paying attention to SIEs' personal needs is very important, as international work affects not only employees' working life, but their entire life situation (Mäkelä & Suutari, 2013). This has been exacerbated by the rise in dual-career couples in the labor market, a factor which constrains the attraction and retention of expatriates (Harvey, 1998). Females are increasingly participating in the labor force, meaning targeted SIEs are no longer necessarily male sole breadwinners with families who are willing and able to move abroad (Collings et al., 2007). This means HRM professionals have to take into account the fact that people are less likely to accept a disruption to their personal and social lives as well as their children's education. Moving abroad is therefore at least as challenging for an SIE's family as for the SIE themselves, causing problems in their personal lives. Conflicts from work life flow into personal life, but research shows that work and personal lives can also influence each other positively. This work-life balance is important to take into account not only during the recruitment stage, but throughout talent management, as it promotes long-term occupational well-being and continued commitment (Mäkelä & Suutari, 2013; Vaiman et al., 2015).

SIEs, in contrast to AEs, initiate their own move abroad and the burden of managing everything this encompasses is left largely to the individuals and their families (Mayerhofer et al., 2004). Because of this, SIEs are more proactively involved in their adjustment, but this does not mean HRM policies are unimportant. Unfortunately, it is common for companies to have only limited or insufficiently developed policies to support expatriates and thus many do not receive the support required (Collings et al., 2007). Particularly in small and/or younger companies, this can be attributed to a lack of resources for providing expatriates with support tailored to their circumstances. In order to ensure a more successful employment relationship, it is important for companies to develop appropriate SIE policies, including family-friendly ones (Mayrhofer & Scullion, 2002; Mayerhofer et al., 2004). SIEs' adjustment can also have an effect on their mental and physical health. Relocating their entire lives abroad can be extremely stressful, which can lead to health issues including decreased physical fitness or increased alcohol and drug consumption and stress levels (McNulty, 2014; Welch & Worm, 2006). This has significant consequences for both the individual and organization, leading to burnout or poor performance. SIEs may frequently have to travel, for example if their families could not move abroad with them, which can also lead to these health issues, especially concerning work-life balance. HRM policies must therefore take into account these issues and plan accordingly. In contrast, SIEs who are recruited from within the host country labor market, and therefore have had a more significant time living and working there, tend to have an adjustment risk advantage as they have largely overcome the adjustment challenge and are interested in remaining in the host country (Viaman et al., 2015).

2.5. SIE Development and Retention

As mentioned previously, attitudes towards careers are shifting towards increased career mobility and therefore decreasing commitment to one company. With this mindset, it is understandable that SIEs see more value in developing individual competencies and generic skills which can be transferred across most organizations and are valued in the labor market (Parker & Inkson, 1999; Stahl et al., 2002). Because they are more concerned with improving their marketability on a broader spectrum, this may limit their progression within their current employment because they are less preoccupied with developing skills more relevant to a specific organization. Similarly, Dickmann et al. (2008) say that general and leadership skills development,

professional challenge and job-related skills were significantly more important for expatriates than their employers. This reinforces the view that companies must take into account SIEs' motivations when hiring them. On the other hand, SIEs generally have a much more heterogeneous skill set than AEs because they may range from the low end to the high end of the labor market (Collings et al., 2007).

Understanding individual motivations and utilizing them is crucial for the success of SIE management. Companies must be able to accommodate the motivations of all types of SIEs in order to successfully develop and retain them. Not only this, but organizations must understand the motivations in the first place as differences in opinions and misunderstandings when it comes to SIE drivers can fundamentally impact perceived success (Dickmann et al., 2008). For example, 'seeking a challenge' may be something SIEs are interested in, but this brings up the question of whether they are seeking a personal or professional challenge. From the HRM perspective, these two drivers have different recruitment and selection consequences (Hippler, 2009). A personal challenge is harder for HRM to manipulate, but professional challenges can be better emphasized and manipulated, which can make the assignment more attractive for prospective candidates or even currently employed SIEs. These differing views can set different expectations about the relative importance of certain aspects of a job and outcomes between the two parties can therefore diverge. Dickmann et al. (2008) state that companies' "career management needs diverse methodologies and multiple perspectives to gain a balanced and refined view that takes account of the mutual dependency that actors experience."

It is important for companies to identify SIEs' key knowledge, skills and abilities to link them with the needs and goals of the company as well as direct that talent into optimally benefitting the organization (Doherty & Dickmann, 2013). To achieve this, organizations must align their talent to their specific placements within the firm, thereby avoiding problems such as underemployment. Also, companies can make sure to provide career growth opportunities; possibilities for learning; autonomous, challenging and meaningful work; and promotion (Viaman et al., 2015). SIEs' greater global competence and sophistication because of their experience in taking on and overcoming the challenges of living and working in multiple cultural environments is of particular advantage to companies.

However, as previously touched upon, there are some issues related to SIE adjustment and development. Doherty et al. (2013a, 2013b) categorize these issues into five important factors: a wide range of backgrounds, educations, knowledge, skills, etc.; SIEs are normally first attracted by a specific location (instead of a company); companies need to overcome integration, adjustment and resource allocation challenges; local employees can have difficulties in getting to know SIEs; and knowledge may be lost to the company because SIEs are so mobile. To expand upon the last factor, SIEs lack a long-term relationship with a particular company, which leads to less personal identification and alignment of priorities and values with the organization. This in turn leads to lower organizational commitment, loyalty, performance and increased turnover (Gagnon et al., 2008). To counteract all of this, organizations must make an effort to understand and fulfill SIEs' personal needs and show that they are well-served by meeting the needs of the firm. Employee orientation and continuous learning opportunities should cover the company's cultural values and priorities. Multinational companies can ensure alignment through travel by giving SIEs the opportunity to visit international offices, which would offer valuable professional interactions and networking opportunities and then help build a common company mindset and professional identity (Dunnagan et al., 2013). These free and open exchanges would promote multidirectional talent flow, leading to organizational learning and development, effective knowledge transfer, building international capabilities, network building, and facilitating future careers of SIEs (Viaman et al., 2015).

Another constraint on retaining expatriates is the weakness in talent management systems, including approaches to recruit, retain, develop and motivate SIEs (Briscoe & Schuler, 2004; Scullion & Collings, 2006b). One key role that HRM has to play in integrating employees is the effective and efficient strategic management of talent on an international basis (Collings et al., 2007). It is also important for HRM professionals to utilize methodologies which accurately measure the costs and benefits associated with SIEs. It is not enough to have successful staffing policies; it is also necessary to have personnel policies which ensure a correspondence between employees' work behaviors/performance and organizational strategy.

Training is an important aspect of developing any employee, including SIEs. In the case of expatriates, cross-cultural training increases the success of the hire. SIEs who are only planning to be abroad for a short time may be expected to take responsibility for their own training and

development as well as their adjustment to culture shock (Mayerhofer et al., 2004). This may lead to cross-cultural friction, which is why it is important for companies to take an active role in cultural awareness and cross-cultural communication training, including language, country and job-specific training for SIEs. SIEs are primarily concerned with their personal development, which can lead to conflict and turnover when concerning organizational development; therefore, companies need to have mutually beneficial talent and career development strategies which help assure employees that their career interests are satisfied through their employment relationship and therefore retain them (Viaman et al., 2015). Organizations must set clear career objectives, planning and management and then also follow up on their progress to ensure that the SIEs are kept satisfied (Lidström & Laiho, 2014). To help achieve this, organizations can implement initiatives such as professional career coaching, managing SIE expectations, clearly communicating career opportunities and building top management support (McNulty, 2014).

Not only is training a way to retain SIEs, but rewards also play a role. Companies can "develop unique reward packages that support SIE retention by recognizing the unique strengths and backgrounds that SIEs bring to the organization…" (Viaman et al., 2015). They can do this by increasing the attractiveness of the compensation package. Not only this, but companies can also implement recognition programs to ensure SIEs feel as if they are being valued and therefore increase retention. Companies may offer western-level salaries (for those with offices in non-western countries), tax equalization, bonuses, paid leave and medical insurance etc. (McNulty, 2014; Schuler et al., 2011). Salary is important, but other benefits can also help appeal to SIEs. For example, companies which understand SIEs' differing situations may offer accommodation, housing assistance, children's education allowance or allowance for traveling back to their home country. Of course, the type of compensation matters, but the process by which compensation takes place and how the SIEs are treated is also significant (McNulty, 2014).

Taking the literature of this and the previous section into consideration, it is evident that there are multitudes of strategies companies can implement in order to attract, select, develop and retain SIEs to foster a mutually beneficial relationship between employee and employer. Organizational strategies linked with SIE motivations consolidated from the literature can be seen in the Appendix (8.2). This leads to the research questions: (3) What SIE policies and programs do companies have? (4) To what extent are SIE motives integrated into the HRM policies and

programs of their companies? (5) How do HRM professionals critically evaluate the existing (or nonexistence of) HRM policies and programs in their companies? With these questions and the literature review in mind we can hypothesize:

Hypothesis 3: Companies have some SIE policies and programs, which are for the most part focused on the essentials of employing SIEs.

Hypothesis 4: SIE motives are generally integrated into the HRM policies and programs of their companies by chance.

Hypothesis 5: Companies are generally aware that they do not have many established policies specifically targeted towards SIEs, for which they name a lack of resources as the main reason but have ideas for implementing more strategies in the future.

3. Methodology

In order to address the research questions and further develop the literature presented in the above sections, a qualitative research method was implemented; namely, semi-structured interviews. This method was chosen as there is a clear focus to the interview, but it still allows enough flexibility for the "discussion to flow around the points so that the frank and open views of the individual are obtained" (Armstrong, 2006). This method allows the generation of deep and rich data grounded in human experience, providing relatable stories and perspectives which can also be quoted directly. Contrary to focus groups, individual interviews permit people to be more honest and revealing with their conversation, as participants may have difficulty expressing their views in public. This aids in the discovery of some of the differing perceptions of HRM professionals as it focuses on uncovering people's experiences (Silverman, 2016). Of course, there are always downsides to every research method; in this case, interviews are quite time-consuming and can be difficult to analyze. Not only this, but it is difficult to interview a large sample size, which in turn results in a limited sample and therefore can limit the results as well.

It is crucial to conduct qualitative research in a rigorous and methodical manner in order to generate meaningful and useful results (Attride-Stirling, 2001). Thematic content analysis will be used in analyzing the interviews. This analysis technique is highly flexible, trustworthy and can be widely used, and "is a method for identifying, analyzing, organizing, describing, and reporting themes found within a data set" (Norwell et al., 2017). The positives in using this method include that it is useful for assessing multiple participants' perspectives, highlighting similarities and differences and discovering unanticipated insights (Braun & Clarke, 2006; King, 2004). Overall, the method is reliable, insightful, confirmatory and exploratory, helping to fill a gap in the literature and allowing more in-depth knowledge to be collected which facilitates a fuller understanding of the topic at hand.

3.1. Participants

This study is based on semi-structured interviews with eleven professionals, working within eleven different companies. All of these employees occupy management positions and have

had experience with SIEs, either by working with them in a professional environment or being (or having been) one themselves. The participants vary in age, ranging from 25 to 64 years, and nationality, including German, Indian, Russian, English, and Cameroonian.

The companies the participants are employed at are just as diverse as they are, ranging from a school to telecommunications to consulting as well as having headquarters in Germany, Russia or the United States. The number of employees vary from a high of 250,000 to a low of 9. The percentage of SIEs within each company was not always easily estimated, but ranges from 2% all the way up to 75%. All the companies have some sort of international connection, whether through their employees, clients, joint venture partnerships, subcontractors, resellers, or foreign locations. Table 3 below shows an overview of the study participants as well as the companies they work for.

Name	Title	Number of Employees	Percent of SIEs	Company Type	Headquarters
Disha B.	Talent Acquisition and Management	400	75%	Software as a Service	Germany
Jens E.	Human Resource Clerk and Relocation Manager	200	67%	International School	Germany
Mitya R.	HR Manager	2,600	12%	IT/Outsourcing and Consulting	USA
Judith G.	VP Global Employment Center	250,000		Telecommunications	Germany
Anton V.	Head of Department (Architecture and Service, and Innovation and R&D)	1,500	2%	Telecommunications	Russia
Oliver G.	CEO	9	50%	Operations Research, Data Science and Business Transformation Consulting	Germany
Greg K.	COO	1000	10%-15%	IT Project Consulting	USA
Steven H.	Commercial Manager	107	20%	Rehab Technology/Lumiglas/ Electronics/IT Consulting	Germany

Ludger W.	Head of Product Management and Development	50	5%-10%	Service Management with BMC Products	Germany
Peer W.	CIO	12	50%	Project Management and Development	Germany
Jerry C.	Project Manager/Co-Founder	115	27% in Germany	Financial Service Provider and IT Consulting	Germany

Table 3: Study Participants

3.2. Procedure

In order to address the main question of the study – how, if at all, firms use what has been discovered about the motivations of SIEs to attract, hire, develop and retain high-value individuals from foreign countries – the research goals were first defined. Following this, the specific research areas were identified and the theoretical research for the literature review was conducted. Then, the hypotheses were created using both the research goals and supported by the information gathered in the literature review, providing a strong theoretical base. Using the breakdown of the literature and the study goals, the interview guide was created, covering the topics: Introduction/Ice breaker, organizational information, HRM introduction, expatriate motivations, managing SIEs, policies and programs, and conclusion/personal information. The complete interview guide can be found in the Appendix (8.1).

At the same time, interview partners were gathered, primarily through personal networks. The eleven interviews, lasting between 30 and 60 minutes, were then conducted in a semi-structured manner, either over the phone or using an online communication tool. All interviews except one, where only notes were permitted, were recorded and then transcribed (and in one case, translated). To begin the analysis, the first step was to immerse oneself with the data to become familiar with it and its depth and breadth. Because of the volume and complexity of the data, all the interview results were organized by question in order to compare answers more easily and begin to extract common themes. Phase two continued with annotating the transcripts and generating initial codes. To help with this, the answers were also summarized in short, bullet point format in a table, which can be found in the Appendix (8.3). This labeling facilitated the identification of themes and patterns within the data. The next two phases dealt with conceptualizing and segmenting the data, or searching and reviewing themes. This was done by

creating categories and subcategories by grouping the themes discovered in the previous phase and then refining and connecting these categories to one another. In the fifth phase, themes were defined more clearly and the segments analyzed in relation to the literature and hypotheses. Here a deep dive into the segments was undertaken, during which it became clear that sections of data can be included in multiple themes, as there is overlap. The findings were then consolidated and supported with quotes in the sections below, where the interviews were presented, analyzed, and discussed in combination with the literature review. Here, at the end of each section a consolidated synthesis of each segment is also presented (Tables 4-8). Next, in the discussion, the results were reviewed in conjunction with the research questions and hypotheses. Lastly, conclusions were drawn, and practical implications, limitations and future research were explored.

4. Results

4.1. Expatriate Motivations

Internationalism is an important career anchor, as concluded by Cerdin & Le Pargneux, 2010. Similarly, many are motivated by the desire to have international experiences and adventures, to travel, explore and see the world (Froese, 2012; Richardson & Mallon, 2005). Among others, Tharenou (2003) also found that cross-cultural experiences, excitement and meeting new/different people were major reasons for becoming an SIE. Many theories divided SIEs and motivations into categories and intrinsic, subjective, cognitive curiosity and tourism motivators, and young opportunists, officials, localized professionals, explorers and adventurers are all applicable here (Barry, 1998; Bieman n & Anderson, 2010; Chew & Zhu, 2002; Crowley-Henry, 2007; Doherty et al., 2011; Hippler, 2009; Kammel & Teichelmann, 1994; Lauring et al. 2014; Przytula, 2015; Richardson & Mallon, 2005, Suutari & Brewster, 2000). As can be seen from the literature, internationalism is an important factor when it comes to deciding to become an SIE, and the study participants also largely had the same views on this.

"...to experience a new culture, to live somewhere where you want to explore a little bit more, maybe not just as a tourist. ...for exploration or to be in a new environment...I think it's often just the idea of moving to a new place..." – Disha B.

"Well, I guess the desire to see as much of the world as possible." – Jens E.

"It might be a spontaneous, adventurous type of person...it's just the spirit of adventure." – Mitya R.

"...obviously, people like to travel around." – Oliver G.

"Another reason, of course, many people, especially now young people, they want to see the world...it's just an interesting life to go for a while..." – Greg K.

Not only does internationalism in general play a role in motivating SIEs, but the desire to live and work in a particular location does as well (Froese, 2012). Doherty et al. (2011) found that the country's location and reputation are particularly important. When moving abroad, SIEs may

also consider city-specific factors, standard of living, prestige, cultural similarity, attitudes and behaviors of citizens, and security (Dickmann et al., 2008; Dickmann & Mills, 2010; Hippler, 2009).

"I also interview people very often saying, 'Oh my God, I landed in Mannheim and it's so boring. I want to move to Berlin because there is nothing to do here after 7pm.' I have a lot of developers who move from, I don't know, Brazil, and say, 'What am I doing here in this godforsaken town. I want to move to the city.'" – Disha B.

"I guess for a lot of expatriates Berlin is definitely also a motivation because it does have this charm of being a bohemian city with a lot of things going on and I think especially among our younger new staff members, that is kind of a big deal, also a wish to move here." – Jens E.

"…motivation is a better life quality, medical care, better companies that are available on the market…But lots of people just like the idea to work here because of the culture, because somebody might love the city, somebody might love the people here, because we have lots of universities, lots of young and dynamic people" – Anton V.

"…they think Germany is an interesting market, an economically interesting country… but also a safe country, people have lots of great things to say about it." – Oliver G.

"The area. I think it's more attractive to get people to Munich than to get people to Dortmund." – Ludger W.

As can be seen, the internationalism topic goes hand in hand with personal development. SIEs can have goals in expanding their personal and cross-cultural skills, growth, learning a new language, awareness and discovery of themselves, a better understanding of their personal values, life changes, accomplishment and self-fulfillment (Crowley-Henry, 2007; Hudson & Inkson, 2006; Przytuly, 2015; Richardson & Mallon, 2005; Tharenou, 2003).

"To really live and understand a new perspective…" – Disha B.

I think what is really important, if you want to stay long term in a different county than where you come from, is the language. – Jens E.

"I think, first it's for international experience, expanding horizons, different culture, different traditions. You are motivated to do things out of your limits." – Anton V.

"So, making an impact is a very strong one." – Jerry C.

Personal development has more to do with a person's personality, but someone's personal characteristics, lifestyle and circumstances can also influence whether a person becomes an expatriate (Hippler, 2009). Someone's age, geographic origin and experience can have an effect (Selmer & Lauring, 2010; Suutari & Brewster, 2000). Having low family influence and no partner can also push someone to make the move (Baruch et al., 2007; Vance, 2005).

"I think that we often have a lot of expatriates who are already expatriated…" – Disha B.

"He doesn't have family yet, so why not? …it all depends on the person, his history and the type of person." – Mitya R.

"I would say that the younger people do want to earn more money, go abroad, work in a different company, etc." – Steven H.

One of the boundary conditions for being an SIE is that they are legally employed. Therefore, it is not a far leap to consider that career and professional development motivations play a part in SIEs' decision to move abroad (Doherty et al., 2011; Hippler, 2009; Lauring et al., 2014). When it comes to career, perceptions of labor markets and organizations, career prospects and the prestige of job postings is an important factor (Doherty et al., 2011; Jokinen et al., 2008; Tharenou, 2003). Within one's employment, career and professional development, including acquiring technical, professional and managerial skills and even the position/tasks and its associated features are viewed by many as motivating (Froese, 2012; Hippler, 2009; Hudson & Inkson, 2006; Przytula, 2015).

Job tasks, career… – Judith G.

"…for IT specialists, European markets are very attractive, because there's a big lack of IT Specialists in the European market at the moment." – Anton V.

"I'd say the main motivations are firstly the work itself. ...an interesting and diverse set of duties within the job... to be fulfilled in work life...very good working atmosphere..." – Steven H.

"They want attractive jobs, they want to extend their knowledge, and you must give them the possibility to do that." – Ludger W.

"I think interesting companies is a really prized thing. ... it's important that they like the company, that they identify with the company, that they can move something..." – Peer W.

"...to significantly improve your...level of know-how, expertise, which may never have happened in their own country." – Jerry C.

Similarly, economic motives, contract, financial reasons and incentives are also considered to be driving factors for SIEs (Crowley-Henry 2007; Hippler, 2009; Jokinen et al., 2008; Lauring et al. 2014; Richardson & Mallon 2005). This includes any monetary incentives such as financial rewards, compensation packages, and fringe benefits (Chew & Zhu, 2012; Przytula, 2015; Richardson & McKenna, 2002). Here SIE groups such as financial, job seekers and international professionals would also be included (McDonnell & Scullion, 2013; Suurari & Brewster, 2000).

"It might be the question of salary, as they can earn a lot more than they do in their home country and I think that they are good specialists and they just don't want to waste money and their experience on low wages." – Mitya R.

"One is purely financial. Financial criteria is probably the most important." – Greg K.

"Motivations, well, there's that one thing that drives all of us, which is pay. I'd say that monetary issues are somewhere in the foreground for most of them." – Steven H.

"Money." – Ludger W.

"The money is important too." – Peer W.

"The other one is actually earning enough money." – Jerry C.

Personal connections can pull people to move to a new country as well. Those who have family and social links, such as ties with family or friends or having previously studied in a country are more likely to look for work there (Baruch et al., 2007; Doherty et al., 2011; Przytula, 2015; Vance, 2005). Not only this, family considerations such as the belief that the experience would be positive for their children and family benefits were found to motivate some SIEs (Richardson & Mallon, 2005; Shaffer et al., 2012). This is also reflected in the SIE groups dual career couples and trailing SIEs (McDonnel & Scullion, 2013; Suutari & Brewster, 2000).

"...often there are also studies or moving close to a loved one, I think is pretty common. But, if you move here to be with your spouse or your better half, then that is your motivation, right?" – Disha B.

"It can be just love, marriages and friendship and they just, you know, have friends there and they heard that it's a good place to work and to live." – Mitya R.

"...often expatriate people will have other expatriate people as friends... so, I think that in a sense that like attracts like, so to speak." – Oliver G.

It is easy to see how multifaceted the motivations of SIEs can be; therefore, work-life or work-family balance play a large role as well (Cerdin & Le Pargneux, 2010; Dickmann et al., 2008; Dickmann & Mills, 2010; Doherty et al., 2011; Hippler, 2009).

"...that they live in the company, but they have their private area, so, they don't work more than...40 hours in Germany or sometimes less or more, but that they can live outside of the company too...that they have free time." – Peer W.

As we have seen, there are many factors which draw a person to a new country, but there are also many motivations rooted in being pushed away from their homes. This could mean SIEs have the desire to escape work or personal problems in their home countries (Froese, 2012; Lauring et al., 2014; Przytula, 2015). The SIE subgroups fugitive, escaper and job seeker are all relevant here, as the individuals are in one way or another not satisfied with their situations at home and move to escape them (Barry, 1998; Kammel & Teichelmann, 1994; Suutari & Brewster, 2000).

"It might be the fear and feeling of instability in their country and they want to move somewhere where they feel safer, you know." – Mitya R.

"Well, I think economic pressure." – Oliver G.

"Other people don't want to spend their life fighting. They want to spend their life to live. So, if they don't like it, so they just find a place they like, and they move." – Greg K.

Literature has shown that SIEs have differing motivations not only within the SIE classification, but of course also from AEs and local hires. Despite this fact and many being able to identify motivations individual to SIEs, some companies do not consider them so different from local hires.

"Well, I would say that I think it's not so different. I mean, apart from offering language lessons and maybe a few other aspects of support in helping them to sort of settle down, I think it's very similar to attracting just Germans who live in Berlin." – Disha B.

"I don't think that actually they are some kind of different people." – Mitya R.

"I think they don't behave differently to German people." – Ludger W.

Expatriate Motivations Themes	Interview Results
Internationality	• Experience new culture/place • Exploration • See the world • Spirit of adventure • Travel
Specific Location	• Move away from undesirable cities • Move to desirable cities • Better quality of life • Better medical care • Better companies in market and economy
Personal Development	• Understand new perspective • Learn a new language • Expanding horizons • Going outside personal limits • Make an impact
Personal Characteristics	• Long time expatriate • No family yet • Younger people
Professional Development	• Interesting and diverse job tasks • Career • Attractive/Interesting market and jobs • Improve know-how/expertise
Economic Factors	• Salary/Money • Financial criteria

Personal Connections	• Moving for a loved one • Marriage • Following friends
Work-Life Balance	• Have free time/life outside company • Avoiding overtime
Push Factors	• Instability in home country • Economic pressure • Do not want to spend life fighting
No Difference to Locals	• Very similar to locals • Not different people • Do not behave different

Table 4: Expatriate Motivations Themes Linked to Interview Results

4.2. Organizational Motivations

Organizational motivations are slightly more difficult to categorize than those of SIEs, but they are just as multifaceted. Just as internationality was a significant motivator for expatriates, the same can be said for the companies hiring them. International employees can play a bridge-building role as they are local hires with non-local passports and perspectives, giving them a cross-cultural understanding and an international outlook (Viaman et al., 2015). A higher degree of acceptance and inclusion as well as an improved corporate image are both effects of a diverse, multicultural workforce (Kobrin, 1988; Mayrhofer & Brewster, 1996; Scullion, 1994). With SIEs, corporate culture can be enriched and diversified, leading to internationalizing local workers, building network ties, and broadening international experiences (Przytula, 2015).

"I think that expatriates learn to communicate with people from different cultures, and we have clients from many many different countries, all across the globe really. It really helps to have people who can speak to our clients in their own local language or at least understand their perspective." – Disha B.

"We are an inclusive school and of course we are looking for internationally minded staff members that do celebrate diversity and like this open-minded environment that we have here at the school." – Jens E.

"From my perspective as a manager, I really like international candidates, because of the difference in cultures, because intercultural experiences are really important and having such a person, regardless of where he's from, East or West, it brings different culture to

the board, it's really good for our local people…they help us to establish better connections between the offices, between locations." – Anton V.

"But I think what makes that interesting is that you're with people who are sort of multicultural and are interested in other cultures and are used to dealing with people from other cultures. That's very important. We're a consulting company and so, for us, dealing with people from different backgrounds is essential. Obviously, I think in a sense people with an international background or with an expatriate background bring that with them, per se. So that's not something you're going to have to learn and get trained in, but it's something that you can do automatically." – Oliver G.

"We need someone that will be able to understand the mindset, and a pure German or a pure French or a pure British, will have difficulties understanding the problems that exist there as well as the business opportunities that result from these problems and challenges. It's the mindset." – Jerry C.

The specific performance characteristics of SIEs can also be a motivation for firms to employ them. Because of their international perspectives, it can be that SIEs have increased creativity, innovation, problem solving, commitment and higher performance. This allows them to endeavor new solutions, bring fresh approaches and ideas, and apply best practices followed around the world to companies, as well as consider the mindsets of others and communicate more effectively. SIEs are driven by more than just financial gain and are more actively involved in their employment success and therefore also company outcomes (McNulty, 2014). SIEs are often more flexible because of their background and understanding that they will be working with diverse people with differing points of view.

"I think it's definitely the ability to adapt to new, challenging, unexpected situations that is very very common here at [company], that you need to change and adapt to new information or suddenly change course or strategy in which you are working on. I think it really helps to have people who have very very different ways of thinking and ways of working. I think that really helps our teams to work together on things." – Disha B.

"We need very openminded people. I don't need people who are sitting there, 'Tell me what I have to do.' What I need are people who say, 'OK. You are an idiot. What you are thinking is wrong. You should do it this way around.'" – Ludger W.

"The main driver and the main trait we're looking at is – so the main driver is, we want someone who has a western work ethic, western expertise and western open-mindedness to go and work in the local environment…Do they have the cultural understanding of the market you're working in? So, in general, I'd call it emerging economies. So, it could be India, it could be South America, it could be Africa where you have certain problems that don't exist in Europe...So, kind of that mindset, culturally adapted, yeah, so these will be the traits we're looking at." – Jerry C.

Many SIEs speak more than one language and have the desire to learn new languages. In today's business world, being multilingual is a great asset to any company.

"Yes, definitely, we often have language requirements for some of our positions. For a lot of our positions we need people to speak fluent English. That automatically takes us into this expatriate category. If we are looking for someone who speaks French or Spanish or is very fluent in English or can write in English, I think we definitely have to start looking into that pool." – Disha B.

"So, our employees are supposed to speak really really good English. So, for us, that's important and that's why the first step of the assessment process for each and every one of our positions is an English check with our English teachers." – Mitya R.

"Foreign languages for our company is a must because we are an international company…German language is really important and if a German guy who is living in St. Petersburg would like to join our company we are totally open, and we are very happy to do so. We value such people." – Anton V.

"The other thing is sort of being multilingual and speaking English well. I think that goes together often with people who are expatriate and mostly speak, at least, good English. So that's another reason. English is an essential language." – Oliver G.

"English is a must." – Greg K.

"Like I said, first and foremost the issue of speaking English. And what's always nice for us, of course, is if they bring with them a technical background." – Steven H.

"If you work in an international project…then it's better because they speak in English. I am not very good in English, but I talk in English, but other German people have more frustration to speak in English. So, for me it's very important that we have these people and that they support us in our goals to have in some years a really international company." – Peer W.

"I mean the language abilities is usually one of them. Can they speak English and French?" – Jerry C.

There are countless effects of SIEs which companies may want to take advantage of that are more difficult to classify into groups. A prominent effect of SIEs is how they affect other employees. Expatriates are vital for the transfer of knowledge, culture and technology to local employees; this will then broaden their horizons and introduce them to new ways of working and thinking on both professional and personal levels which can in turn lead to reduced employee conflicts (Kobrin, 1988; Przytula, 2015). Cost control can also be another advantage when compared to both local employees and AEs (McDonnel & Scullion, 2013). From a company perspective, SIEs can aid in overcoming managerial and technical shortages, exercise strategic control and assist in the integration and cohesion of global operations (Kobrin, 1988; Mayrhofer & Brewster, 1996; Scullion, 1994). Similarly, this can lead to company expansion, spreading and institutionalizing corporate culture and developing employees' identification with the international company.

"So, it's very difficult to find teachers here in Germany that are willing to work at a little international school because the salary is not that high as it is if you'd be an employee of the state...So, I guess that is why we mainly target international teachers and not necessarily German teachers." – Jens E.

"So, for us, yeah, open-minded is number one because people from different places, different backgrounds…so the person must be open for anything, like 100% tolerant of different types of people…In New York it's harder because people there are more

expensive, so sometimes it's cheaper to hire someone from abroad who always dreamt of coming to New York." – Mitya R.

"...in order to come to the United States, they have to be, one, a good developer, really good, good quality, or QA engineers...people with good skills, with good knowledge." – Greg K.

"Customers want to pay a very low rate, so it's necessary to have people from India onboard. That's one side of the matter – then on the other side, Indian people also have very specialized know-how. Especially the company we are working with, they have very deep know-how around products from BMT. And it's not very easy to find people with this specialized know-how. ...it's the knowledge that people provide. ... Some of them have very deep knowledge, so they are also able to teach us." – Ludger W.

"I think for me, that's very important because I would like to have an international company with different employees, with different employees in their studies, with different employees in what they do, and so on." – Peer W.

There are not only positives to bringing SIEs onboard. Some companies had negatives to share when it came to employing SIEs.

"It's just, for us, we are still interested in these people, but the legislation in Russia is pretty strict about, like, working foreigners. So, for us, it's like additional obstacles to hire a person...it's important to understand whether they have thought it through and they know what they are doing and they are not going back in two weeks, because if we are investing that much money and time into a person, I should be 100% sure that he or she is not going to move back in two weeks, as I said. That's going to be a disaster, losing money and time and everything. So, it's also a big risk." – Mitya R.

"It's more expensive for us. It's harder to sell. From a point of profitability, it's better to work from offshore... It's pretty risky to bring someone here because you have to guarantee this person, right?...In some cases, I actually – I'm against it." – Greg K.

Organizational Motivations Themes	Interview Results
Internationality	• Better communication • Understand diverse perspectives/cultures/mindsets • Internationally minded • Different cultural outlooks/backgrounds • Better connections between company locations
Performance Characteristics	• Ability to adapt to new/challenging/unexpected situations • Open-mindedness • Western work ethic
Language Skills	• Multilingual • Position language requirements • Communication with stakeholders
Effects	• Open-minded/Tolerant • Cheaper • Specialized know-how • Difficult finding local hires • Diverse workforce
Negative Company Motivations	• Government legislation/obstacles • May be quick to move on • Time-consuming • Expensive compared to local hires

Table 5: Organizational Motivations Themes Linked to Interview Results

4.3. SIE Attraction and Selection

There are countless ways to attract and select employees, but when it comes to SIEs, there are certain strategies that are more effective. It is important to maintain ties with local networking organizations as SIEs are often active there because it helps them make connections which can lead to support systems and employment (Vance, 2005; Vance & McNulty, 2014). Along the same lines, social networking websites and recruiters/headhunters are also important in recruiting expatriates.

"...we also work with external recruiters and we also have from time to time tried to source people ourselves where we reach out to them on LinkedIn..." – Disha B.

"We do put our vacancies on the website of the Bundesagentur für Arbeit*, of course, because that is a legal requirement...and furthermore, we use this website from the council*

of international schools because I think through that website, we get the most applications." – Jens E.

"Here in St. Petersburg, we have like two major job sites that we use when looking for candidates. Also, LinkedIn is the one they use in each of the locations, like in London, New York, St. Petersburg. Of course, working with professional communities, like Facebook communities and stuff. As well as, you know, face-to-face meetings with them, sometimes they have conferences or, you know, just meetups for IT coworkers." – Mitya R.

"...we have local marketplaces. For example, we have HeadHunter, it's a website – hh.ru – local website which is focusing on vacancies and candidates, and we are posting our vacancies through these kinds of websites." – Anton V.

"We do have people working for us as recruiters, and we also use recruitment companies. Our source is LinkedIn. All kind of social networks and recruitment agencies. So, our recruiters are working with LinkedIn. So, there's another Russian social network. It's called Moi Krug which is like My Circle. Some other networks, also, like Facebook, they are pretty active there." – Greg K.

"Then we have an agreement with the Federal Labor Office here in Germany, where if we have vacancies, we communicate that to the labor office. We also work with a variety of personnel service providers like Brunel, Persona Service, and we're adding another one, ZAG... Something that's planned for the near future is the issue of personnel recruiting on Internet platforms – job exchanges, Monster, Stepstone and so on.." – Steven H.

"I have a Xing profile, so that you can get from other employees, you get requests to my Xing profile and I have some contacts to special recruiter companies in Germany, for example, Gulp...I have a contact in Hamburg, a recruiting company for students in the last phase of their studies...I think this is good too because they have no experience, but they are very motivated and, in this case, you have a lot of international students." – Peer W.

"Recruiting companies for the market. We work with a couple of organizations; in Germany it's called the Center for International Migration. For example, in UK... actually they specialize in helping migrants to move back and forth between their countries...we

actually have looked for expats because at times, for certain positions where we – say, for example, marketing. We want to have a marketing guy that will take on the African market or sales...So, we look for migrants...” – Jerry C.

Companies can also focus on encouraging SIEs in particular to apply to open positions themselves instead of seeking them out via headhunting techniques.

“Or we could just post a job online and have applicants apply directly.” – Disha B.

“We also place the vacancies on our website...” – Jens E.

“...we also post some of the vacancies on our internal marketplace of the global [company], so if there's a candidate from any other countries, who would like to accept this position, they are totally free to do so.” – Anton V.

“...we get quite a few people who actually ask us, and they find us on the internet...they are often people from outside of Germany because they're looking specifically for companies in Germany because that's a good market to work in and we have an English website, it's very easy for them to come across us, essentially.” – Oliver G.

“For one thing, we find them over our own listings. We post vacancies on our website.” – Steven H.

Vaiman et al. (2015) state that companies should target specific personality and competency profiles as well as offering full career support. This can include visa support, insurance, taxation and banking assistance (Doherty & Dickmann, 2013). Of course, contractual benefits, such as salaries and bonuses are also important.

“When we really need to fill a position and when we are clear that there needs to be an expatriate in that position, then of course we try our best to make it attractive, like making sure that the salary is in line with them, getting, for example, a blue card or a visa, and help them have more security when they work here or things like that.” – Disha B.

“Furthermore, every new staff member gets a relocation, or shipping allowance of up to 500 Euros, also per moving family member...We take care of getting their work and

residence permit, if they're non-EU citizens, in advance. We also help them getting a bank account." – Jens E.

"If we are talking about, like once again, our office in Russia, we have to figure out whether this person has a legal right to work in Russia. If he or she doesn't, then we help out with, you know, the visa, the working visa... We provide a financial bonus, like a fixed sum of money for them to buy plane tickets…We of course, the travel department, the one that is responsible for relocations and actually helping out those who come from different countries. They can help, like, you know, just some advice, like which bank is better to use, where to go, what to do…" – Mitya R.

There are packages/modules which the hiring manager can decide to pay for, for the applicant, or the applicant can pay for it themselves if it is not offered. Package #1 is mandatory and includes visa and Bürgeramt *assistance. Package #2 includes assistance for their families (schooling,* Kindergeld*, etc.), as well as banking and housing support. – Judith G.*

"One thing we definitely have to do is make sure people get a work permit and that's something we have to join in because they need papers from us saying that we want them to work for us and so on." – Oliver G.

"We use L1 visa. As a company, it is quick…L1 allows people to come for three years, and that's exactly what is good for expatriates…So, when we bring people here, so we promise that if they want, to sponsor Green Card…we are paying for a ticket, airplane ticket, for the hotel for one month until this person finds a place to live, for car rental, and also we provide interest-free loan to buy a car, to start you out...we do help with – like I said, with moving, with everything." – Greg K.

"When it comes to the financial side of things, we do provide those involved with sales with a car which they can also use privately." – Steven H.

"The traits we're looking at in that particular use case, is, of course, the person's intrinsic state brings all the cultural and local know-how to the local market because that's where they are from…expatriates in the beginning need a lot of guidance. They need a lot of

attention. You need to support them to settle, meaning support them in getting their work permits, in moving homes, in going around." – Jerry C.

"We have a model, that we have a fixed income, and we have a variable income, and the variable income depends on some goals…I adjust this with the employee, and he has the possibility to get more money or less money and they participate in our profit. If you have your annual profit, from the company, if you earn more money, then your employees can participate in that. I think it's interesting too." – Peer W.

Not only are contractual benefits important, but the employment relationship and the unwritten psychological contract, including career management, housing and family support, are critical (McNulty, 2014).

"First of all, the flight is being paid from the point of hire to Berlin, not just for the staff member, but for all direct family members...Once the new staff members have arrived, they get paid up to 10 days in a hotel. Within those 10 days I have to find an apartment for them…Ideally, I can take care of that in advanced...once the apartment situation is sorted out, we take care of the registration with the Einwohnermeldeamt*…Once the bank account is there, we help them find the matching electricity provider, gas provider, heating is run by gas, internet provider, cell phone provider, all those little things" – Jens E.*

"We help in terms of looking for an apartment for the newcomer." – Mitya R.

"Book the flight, manage the movement, and so on – that's done by an Indian company. In Germany, we support the people in searching for a flat...support them if they have problems with public laws and public offices and so on in Germany." – Ludger W.

"Or that they get some help to live here in Germany. All of my employees have the possibility to get a company flat. If they work in Frankfurt and live, I don't know, in Hamburg, then they can have a company flat or they get a car, for example. So, if they need it, they get a car or a travel card for the German railway..." – Steven H.

"But we don't pay for housing, but we actually help you, so actually sit with you and give you guides on… In terms of appointments, so we have like a, I mean, a foreign office. You have to go there and get your stuff. So, we actually may even send one of our secretaries

or executive assistants to go with you so that they can guide you and tell you what to do."
– Jerry C.

This unwritten contract also includes the work tasks themselves as expatriates in particular are interested in doing meaningful work and being able to pursue their own goals (Lidström & Laiho, 2014).

"...we do some specialized things that not everyone does. People find us on the internet and then write to us and maybe they're often also the expatriates, sometimes we get people from Africa who want to work for us, from France. They want to find out what would be interesting and obviously trying to find a way of getting into the market." – Oliver G.

"...most people, especially the young people, are looking for interesting tasks. Sounds strange but the first people I hired, what they were interested in was new technology. So, when I said we're working with machine learning, artificial intelligence, they were highly interested." – Ludger W.

"...I think the underlying motivation usually is really intrinsic about being able to do something where you think it is meaningful for you in relation to making an impact on the African continent." – Jerry C.

Of course, professional strategies like those mentioned above are important, but a more holistic approach, paying attention to personal needs and personal recommendations should also not be underestimated. Aspects like showing candidates realistic job and living conditions, clear expectations and mentoring are important (Doherty & Dickmann, 2013; Richardson et al., 2008).

"So, yeah, what I am trying to do and to motivate them is, once again, like that we're an international American company, that the culture here, even if he's afraid of Russia, like it's something unknown, here we're like an international bubble. Here we still work according to, you know, international rules and things and if he or she gets here, it's not going to be scary as there are people all over the world and it's going to be fine…With the non-working, you know, conditions and stuff, we'll help out, we'll give hints, we'll show that it's not scary and sometimes I even send pictures of St. Petersburg, like, 'Look how incredibly beautiful the city is.' and like stuff like that." – Mitya R.

"Recommendations are working quite well...I really like the people who are leading this company because they are very open minded, they built this company from scratch, they focus on this family concept, holacratic company, which allows people to do jobs they would like to do." – Anton V.

"... through our current employees. That's probably the best way finding people for our company..." – Oliver G.

"And after hiring the first guy, he told me, he knows other people who are also interested in working for us. So, I had an interview and hired them..." – Ludger W.

"In a lot of cases I recruited because I know these people...I know a lot of people from my last companies. So, I ask the people to come to me." – Peer W.

There are indeed many techniques companies can use to help recruit SIEs, but it is unfortunately uncommon and there is often very limited development of such policies. Most SIEs apply to and land in companies by chance.

"What I know is that our HR is not posting any information or vacancies to international websites...yes, [international people apply] by chance..." – Anton V.

"No. yeah, in many ways it's by chance...You know, no. I don't think we'd sort of just be looking for people who are expatriates...I think in a sense we have to be an opportunity employer anyway. So, I couldn't say, 'I'm just taking expatriates.' But I certainly believe that expatriates – but they certainly get an equal chance." – Oliver G.

"No, it's not a target group...We don't explicitly, specifically look for people from abroad, although when we do get someone from abroad it's not such a bad thing." – Steven H.

Attraction and Selection Themes	Interview Results
Attraction Techniques	- External recruiters/Personnel service providers - Contact through LinkedIn/social networks - Bundesagentur für Arbeit website - International school website - Professional community connections - Conferences - IT meetups

	• Local marketplaces • University connections • Migration/Expatriate organizations
Direct Applications	• Post vacancies online • Post vacancies to company website • Internal marketplace • Direct contact from SIEs
Hiring Benefits	• Competitive salary/Variable income • Visa assistance • Relocation bonus/assistance • Banking assistance • Government assistance • Family assistance • Location advice • Interest-free loan • Car
Psychological Contract	• Housing assistance • Completely manage move • Travel allowance • Personal assistance/guidance
Career and Impact	• Create specialized jobs • Create interesting tasks • Opportunities to make an impact
Holistic Approach	• Motivate and mentor SIEs • Personal guidance • Family/Holacratic approach • Personal recommendations
By Chance	• Do not specifically look for/target SIEs • Not a target group • Equal-opportunity employer

Table 6: Attraction and Selection Themes Linked to Interview Results

4.4. SIE Development and Retention

Development and retention are even more important when it comes to expatriates as attitudes are shifting towards higher career mobility and therefore lower commitment to one company. This also means that more general skill development, along with leadership, professional challenge and job-related skills are more important to SIEs (Dickmann et al., 2008; Parker & Inkson, 1999; Stahl et al., 2002). Companies must provide opportunities for career growth, promotion, learning and work that is autonomous, challenging and meaningful (Viaman et al., 2015).

"Well, the school is well known for offering a lot of professional development in that regard. I hear that from a lot of new staff members that they explicitly look for jobs at [school] because they heard from other teachers that have been here that the professional development that is being offered is quite good…You know, if there is anything that can be done for the expatriates to make them stay longer or make their stay more pleasant, my part or I could basically only approach that from the direction of paying more salary or having little perks that make their job maybe a little bit easier or more interesting." – Jens E.

"We have trainings for the employees, certifications and so on or they visit special meetings…[company] is a family-run business, where a lot of value is placed on integration and teamwork so that everyone feels like they're contributing to its success." – Steven H.

It is vital to link the goals of the company with those of expatriates, meaning they must align their talent to specific placements. Companies can ensure alignment through travel, for example. On the one hand, SIEs will have their motivators fulfilled and on the other hand it allows firms to reap the benefits of valuable learning and development, talent flow, knowledge transfer, inter-office interactions and networking (Dunnagan et al., 2013; Viaman et al., 2015).

"They offer professional developments which are run in nice cities like Barcelona, Paris, Milan or places like that, so maybe that is a little bonus on top." – Jens E.

"Those are normal trainees who go to Ireland for three months as part of their training, to learn better English…we occasionally do visits abroad, of course, to the USA or Asia or the like in order to visit our partners – they also sometimes come here to us – and maintain our contact with them." – Steven H.

"So, a few of them are working from India, but some of them come over for three months to Germany – work closely together with the team. It is very important not only to talk via phone or via webcam or whatever. It makes the integration into the team much easier if you have a personal contact to the people. It may be quite difficult on the phone if you mean to make a joke, which is not understood by the person on the other side of the line. It caused a lot of trouble. So, if the people sit together, they know each other; they know the faces; they know how people behave. And it's a more closer relationship." – Ludger W.

"We also offer them the opportunities that they will be actually interacting and moving back and forth between the company for business trips. It is usually interesting for them." – Jerry C.

An SIE may be entering into a completely foreign culture to them, which is why organizations need to overcome integration and adjustment problems. They can do this by providing cross-cultural, communication and language training. Conversely, local employees may also have difficulties in getting to know SIEs (Doherty et al., 2013a, 2013b). To mitigate this, firms can implement company-wide activities in order to foster employee interaction. These strategies can in turn help reduce the stresses of relocating abroad which SIEs may go through, possibly resulting in negative consequences when it comes to physical and mental fitness, drug and alcohol consumption and stress levels (McNulty, 2014; Welch & Worm, 2006).

"We offer German classes here, so I think that is something targeted only to the expatriates." – Disha B.

"…in terms of language classes, we only have English classes for our Russian speaking and like Polish and Ukrainian speaking employees as English as a second language… I think, advice and everybody is super helpful in the company, it's just a part of the culture, so you feel free to ask anyone about anything." – Mitya R.

As part of the packages/modules which the hiring manager can decide to pay for, for the applicant, or the applicant can pay for it themselves if it is not offered, package #3 includes cultural training. – Judith G.

"…we have an expatriate who works with us now who doesn't even speak German. Then we make sure that we only speak English when he's around, or we make sure that when people come to Berlin for the first time working for us, work colleagues make sure they go out with them in the evening, show them interesting locations and so on." – Oliver G.

"Summer and Christmas parties are a major topic for us…We have "company sports groups", where we meet regularly, for example a group that meets up to play soccer, a group that goes hiking – a slightly older generation – and a group that plays volleyball, beach volleyball, which I'm a part of. So, it really is the issue of working atmosphere and

the good teamwork we have here…Or we have this every year, in September, beginning of October, we will have a weekend with the company, with all employees. We would like to travel to Austria to go rafting together and to hike in the mountains, so that you work together and live a little bit together. During the Christmas time, we have a one-day weekend together with the partners and the employees." – Steven H.

"So, we have German courses for our foreign people…And we also do a lot of social activities. So once a month all people from all over Germany have a get-together in Munich so that the people get to know each other and to see each other, especially those who are working from their home office. And we have some social activities around those six days: going out for lunch, drinking beer, sport activities, whatever. It's very helpful to integrate especially foreign people into the team structure…So, we have a very openminded culture. We don't care whether someone is from India, from Germany or if they're Bavarian. So, we very quickly integrate those people into our culture." – Ludger W.

"If they are moving here and don't speak German, we actually pay for German courses for you." – Jerry C.

It is vital to take work-life balance into account during all stages of talent management as it promotes long-term well-being as well as commitment (Mäkelä & Suutari, 2013; Vaiman et al., 2015). Another area where this is important is linked to the fact that SIEs may frequently want or need to travel if, for example, their families did not relocate with them. Providing this and other options, like paid leave or flexible working times, keeps work and life in balance for expatriates, which is important for their retention.

"Other aspects are social aspects, that they have, for example, the working hours is important, then that they have flexible working hours so that you can work one day more hours than the other days or only have a four-day week for example. I think these social aspects are very important. Or that they can have a sabbatical…" – Peer W.

Development and Retention Themes	Interview Results
Professional Development	• Good professional development options • Trainings/Certifications • Everyone contributes to company success

Motivation Alignment	• Professional trips to other countries for training/conferences/company branches • International interactions with colleagues • Foster relationships
Adjustment Training	• Language courses • Cultural training • Inclusion practices • Personal advice • Personal relationships • Summer/Christmas parties • Company sports groups/trips/get-togethers
Work-Life Balance	• Flexible working hours • Sabbaticals

Table 7: Development and Retention Themes Linked to Interview Results

4.5. Management and Critical Evaluation of SIE Strategies

By the results above, it is evident that employers are aware of both SIE and company motivations as well as having some degree of strategies regarding their attraction, selection, development and retention, even if it is handled ad hoc. It is clear that not every employee can be treated the same and having a clear distinction between types of employees and even expatriates can give better insights to organizations developing HRM policies geared towards e.g. different populations for corporate branding strategies, recruitment targets and onboarding activities (Andersen et al., 2014). But the question remains to what degree the policies and programs specifically take the motivations of SIEs into account. It is often the case that firms have very limited development of these strategies and therefore are left to react on a more informal basis, which can result in SIEs not receiving the required support (Collings et al., 2007). This is not necessarily a negative, as some of the most important expatriate lessons take place in less constrained settings (Osland, 1995).

"I cannot think of so many things… I don't think we have so many established policies and programs. We do a lot of things very very ad hoc, based on the need, so to say...So, I feel that they would also be happy with benefits that we offer regular people...I would say no, we haven't done immense research on motivations of expatriates and tried to, kind of, answer their needs based on that." – Disha B.

"I don't think we have something specific, but we make sure that the person knows that it is possible to just communicate with anyone and ask about things." – Mitya R.

"I think, no, we don't have any special programs, we don't really think about some programs especially targeted for expatriates. They are treated like local employees…" – Anton V.

"But because we are a small company, we don't have to set up an official program for that…and obviously, the bigger you get, the more you have to institutionalize these things, but that hasn't been necessary for us. But I certainly could see that you would have to do that if we grew." – Oliver G.

"No, there isn't any specialized content for foreigners...No specific programs that are tailored to foreigners or particular groups, no. We treat everyone equally, so to speak..." – Steven H.

"There is no difference…between those guys and us…They are part of the company. And they are not treated differently to German people." – Ludger W.

"We don't have a cookbook for this, we live this as an agile organization. In an agile organization you react if you need it, not before, otherwise you create paper and documents and files, and you don't need it." – Peer W.

Managing SIE policies and programs is as complex and multifaceted as SIEs are themselves and this is reflected in the thoughts from the interview participants. It can be observed that there is diversity in HRM professionals' views on what is currently keeping them from implementing further SIE strategies in the future.

"Yes, I think that what we could definitely use is a little bit more in terms of process because everything is a little bit ad hoc at the moment...if we had a little bit more of a grip on things and if we made it easier for us to actually execute it on an administration level, I think that we would be more willing to take more expatriates in...I think that resources are maybe a big one because often we are tied up in operational executional tasks...So, I think it's a little bit planning and resources that we lack to actually dedicate more energy on this topic.

That is maybe something that could continue to be a determining factor because we often just don't get to focus on the nice-to-haves…" – Disha B.

"But there it is more informal and it has to be within the limitations of my workload." – Jens E.

"So, the better our programs work with finding people, not only on the local market, but elsewhere in the world, that we were going to be able to fulfill the needs faster...sometimes the process can, you know, get stuck and then we are just stuck with the person we need to like create a legal right to work in Russia, when we could have found someone on the local market without any, you know, hard times and pain and stuff like that." – Mitya R.

"Of course, they can be improved, but I am pretty sure we not currently doing any activities regarding this particular topic. Why? Probably because our HR department is not big enough for such a big company, they do not have enough capacity to do so." – Anton V.

"...we have these policies now already, but we'd have institutionalize them more. At the moment, it mainly comes back to me, having to do all these things. So, I have to write the policies down and makes sense in my head." – Oliver G.

"But our biggest problem is our resources." – Greg K.

"I think the programs we have so far and the way we work together with those people – that's our success structure. I believe, currently, we don't need additional programs...I think, a lot of companies have a special department, with a lot of policies, for integrating or hiring foreign people. And I think this is a problem. It's too complicated. Keep it easy." – Ludger W.

"I don't like processes; I don't like rules." – Peer W.

"...it's about better understanding what's a limiting factor, in my company's case it's all about how much resources in terms of financial resources are even available." – Jerry C.

The interview results also show that employers usually use some form of quality process, both formal and informal, to continually evaluate HRM programs and policies. These processes include but are not limited to collecting and analyzing statistics, feedback sessions, performance

tracking and casual conversation or observations. Companies realize through these quality processes what their policies are lacking or what has gone wrong with existing SIE policies. This then also inspires plans for implementing more strategies and policies regarding SIEs in the future.

"…I think that it would be really helpful to educate people a little bit more, not just about the labor law and things like that, but other things that would help them to know how things work here, like this third party insurance that a lot of people don't know about, which is like the most common thing here, or to understand that you can sign up with a Mieterverein *and that helps you with your rent. Like stuff like this, you know because people don't really know this legal stuff. They don't know who to ask and sometimes it just doesn't help to Google stuff." – Disha B.*

"I personally would like very much the stay in the hotel to be extended for more than 10 days. Since, in 10 days it is extremely difficult to find an apartment…The 500€ moving allowance is also maybe not up to date anymore, especially when you arrive with a couple of suitcases and you run the place with no furniture and no kitchen, you will not be able to set everything up with 500€." – Jens E.

"We could get more connections with, for example, governmental institutions and stuff like that. We know the process, but we can do it faster and maybe when we send like two or three portfolios…to get the working visa…at the same time, like the process is enhanced. So, it's going to get there faster and stuff like that." – Mitya R.

We offer child support, but not much for the partner, we want to implement more for partner support, to help them find a job abroad…There are completely free and paid for English classes, but for some reason most Germans don't take advantage of them, making new foreign employees feel more uncomfortable. – Judith G.

"As we discussed, first, we could publish our vacancies not only on our local marketplaces, but go international, we could propose Russian language courses – in terms of company budgets it's basically nothing, but it can be an additional stimulation." – Anton V.

"…I also have to come up with a way to get them to stay with us and not wander off someplace else, particularly in times of skill shortage. And that includes training and

integration programs, specifically training programs for development and integration programs for building communities, because again, the only way to hold people is to create a sense of community or make them happy to go to work…I've got that appointment…with the labor office, because they have their own support programs and assistance for immigrants who are looking for work, how to integrate them." – Steven H.

"So, we have this program where you could actually take two weeks holidays plus one week or two weeks working from your home country. You work in the evenings. We realized that in most cases it was ineffective, because the amount of work put in was very ineffective and we stopped, but we applied it for some time." – Jerry C.

Management and Critical Evaluation Themes	Interview Results
Strategy Development	• Ad hoc • Based on a need • No special/official programs • Treated like locals • Larger companies need to institutionalize
Managing Strategies	• Need better processes • Need faster processes • Need to be more open to SIEs • Resources/Workload/Financial limitations • Do not need processes/rules
Future Strategies	• Better SIE and local employee education • Hotel stay extended • Increased relocation bonus • Better government institution connections • Better family support • More language courses • Post international job listings • Better retention techniques • More training/integration programs • Build better communities • Mobile working policies

Table 8: Management and Critical Evaluation Themes Linked to Interview Results

5. Discussion

The relationship between a company and SIE needs to be seen from a dual dependency perspective, expatriation providing benefits to both corporation and individual (McNulty, 2014). It is evident that both sides need to come together for the relationship to become mutually beneficial. From the company's side, HRM professionals need to be aware of SIEs' main motivations. This leads us into the first research question and hypothesis: It can be hypothesized that HRM professionals can identify some (but not all) motivations of SIEs. By the results presented, it is clear that this is indeed the case. Almost all the motivations discussed in the literature were mentioned by at least one HRM professional. However, it can be said that not all motivations were covered by each person interviewed and not all motivations were given the same degree of importance. For instance, the internationalism and travel, career and financial motivators were mentioned much more frequently than the personal connections, family and work-life balance motivators. Employers are able to identify these motivations which coincide with the literature, even without having gone through any formal education or research themselves. This can be due to many reasons, including having had personal experiences with the topic by being expatriates themselves, or managing or being exposed to expatriates or international experiences in their professional or personal lives.

When it comes to company motivations, the research question was asked if there were any specific SIE motivations or personality traits which interest companies in particular. It was then theorized, in hypothesis 2, that there are indeed motivations and personality traits which interest firms. Through the interview results, it can be observed that there were quite a few traits which SIEs particularly possess which companies would like to benefit from. The mentioned traits included internationally minded people; the ability to communicate effectively with and understand people from different cultures, including the language; openminded and flexible people; specific work-related competencies; and financial reasons. Looking back to the company motivations table (Table 2), one can see how many more motivations the literature presented compared to the interview results. Also, through the conducted interviews it was seen that even though companies know the value of SIEs, they are not necessarily a group that they specifically focus on for business needs. This may be because employers have not had to address this subject

in such depth. This continues throughout the examination of companies' strategies, programs, and policies for expatriates, which will be explored more in the following sections.

Through the literature it was evident that there is a multitude of strategies, linked to SIE motivations, which companies can implement in order to attract, select, develop and retain expatriates. Using this, the following research questions were defined: What SIE policies and programs do companies have, and to what extent are SIE motives integrated into the HRM policies and programs of their companies? Unfortunately, it is common for companies to neglect the development of appropriate strategies to support expatriates. There is frequently a weakness in talent management systems, including approaches to recruit, retain, develop and motivate SIEs, and thus many do not receive the support required (Briscoe & Schuler, 2004; Collings et al., 2007; Scullion & Collings, 2006b). This is widely the case when looking at the interview results and confirms hypotheses 3 and 4 that companies have some SIE policies and programs, but they are for the most part focused on the essentials of employing SIEs and that SIE motives are generally integrated into these strategies by chance.

SIE strategies are more focused on the necessities of hiring an SIE, namely relocation costs, visa, housing and banking assistance, and language courses in some cases. The more auxiliary benefits are often just as much targeted towards local employees and include development opportunities, competitive remuneration, interesting and meaningful work tasks, work-life balance and after-work company activities. This indicates that the motivations of SIEs are generally only coincidentally integrated. For example, some companies offer fringe benefits, for instance a car, extra vacation days, language courses, social activities and flexibility, but then do not mention these as SIE motivations. Similarly, some firms offer travel opportunities, be it as an exchange program, development opportunities or to work from abroad for a limited amount of time. This taps into SIE motivations, but is not targeted solely towards expatriates, as local employees also have these options. When it comes to attracting SIEs, the literature states that companies should use a multitude of strategies, but the results show that the interviewed companies come by their expatriate employees largely by chance. It may be that like attracts like, for example, if a firm is known to be international or it can be seen through their marketing and online presence, SIEs may specifically look to apply to these types of companies. This results in companies not necessarily needing to engage in specific recruitment techniques in order to attract SIEs.

It has become clear that people undertake a complex assessment of the aspects of becoming an SIE, and the literature states that this must also be reflected in HRM policies, as not every employee can be treated the same (Andersen et al., 2014). The results show conflicting information here. On the one hand, there are companies which put a great deal of effort into their programs, including complete visa and housing assistance or language and culture courses specifically tailored towards SIEs. On the other hand, other companies treat SIEs as they would any local employee. This in part can be put down to the degree to which a company is established. A much larger and longer existing firm may have had more time and resources to dedicate to SIE-specific programs. Another reason could be how necessary SIEs are to the company's overall success. In a firm where SIEs are more essential, the organization would be more likely to develop more in-depth strategies catered specifically to SIEs.

Similarly, there is a disconnect between what organizations offer and the actual formalization of policies. There are many things which companies do specifically for SIEs, but then they state that there are no specific policies developed for them. This may be because companies do not consider what they do for SIEs, visa processing for example, as a specific policy. This may also simply be such an underdeveloped topic in the business world that there has not been much consideration of what is and is not considered a strategy catered specifically to expatriates. SIEs are very diverse, which is why it is important to develop methodologies and perspectives which are just as diverse, taking their motivations into consideration (Dickmann et al., 2008). The interview results outlined above show how even just one HRM program can target many aspects of both SIE and company goals. Not only this, but strategies can also overlap regarding the target goal of the company. Meaning, some things may attract SIEs to work for a company and that same thing can also retain them. For example, traveling to other company branches or to conferences caters to SIEs in that they can travel, meet new people, make new experiences, etc. and caters to firms in that their employees gain and transfer knowledge to other employees, attract potential new employees, increase the reach of the firm, etc. Aligning multiple goals within SIE strategies is a great way to hit two birds with one stone.

After extensively looking into SIE and company motivations as well as SIE policies and programs, it is important to look at how organizations assess these. This leads us to the final research question: How do HRM professionals critically evaluate the existing (or nonexistence of)

HRM policies and programs in their companies? Hypothesis 5 states that companies are generally aware that they do not have many established policies specifically targeted towards SIEs, for which they name a lack of resources as the main reason, but also that they have ideas for implementing more strategies in the future. As can be seen from the results above, this is very much the case. Most companies do not have specialized content for SIEs other than the essentials of employing them, and they are aware of this fact. The limiting factor for developing more SIE programs is, in the majority of firms, resources. Because of this, a local employee may be favored when it comes to hiring as there is no visa processing needed, even if they may not be the best candidate. In these cases, the problem is whether SIEs are considered, rather than them being attracted to apply in the first place.

The minority of companies' HRM professionals were satisfied with the status of their SIE programs. In these cases, firms wanted to keep the processes very simple and agile. Here the companies tended to be quite small in size, which also suggests that they have not yet needed to explore in-depth SIE processes. Firms also had quite a few ideas when it came to SIE strategies to implement in the future, including more education, collaboration with government institutions, family support, and more integration and support programs. This shows that for the most part, companies are aware of the importance of SIEs and implementing diverse strategies also in line with their motivations. The question remains why companies do not focus more on developing and defining strategies for SIEs. This could be because they simply haven't discovered the need for this yet. It could indicate that companies are generally satisfied with the way they handle SIEs and vice versa or, on the other hand, that companies are not aware of the benefits which SIEs can bring. This merits further research, more of which will be discussed in the section below.

6. Conclusions

SIEs are clearly an important addition to any organization and the benefits can be best utilized if there are specific strategies in place to create a mutually beneficial relationship for both SIEs and the organization employing them. That being said, the degree to which there are formalized strategies greatly depends on the organization itself, its size and management methods. Most companies are aware of the benefits SIEs bring with them but are not (at least consciously) using this knowledge systematically enough yet. However, this may just be the reality of the situation. For smaller firms, formalizing such strategies may prove disadvantageous as the effort is too great compared to the number of hires. If, for example, a larger, more established company hires hundreds of people each year, even if just 10% are SIEs it would be more worth the time and resources needed to formalize SIE strategies. These companies are also more likely to have the necessary time and resources to implement such policies in the first place. This indicates that it may be beneficial for larger organizations to concretely formalize SIE strategies. To a degree, this tendency can also be seen in the results.

Although the interview sample is relatively small and cannot be viewed as statistically significant, an effort was made to cover a cross section of differing organizations, particularly in Germany. In general, the larger corporations are more internationally active and have a greater awareness of their international workforce and the need for more formalized processes. The smaller and more traditional organizations work with their foreign employees the way they work with their domestic ones, their respective programs being more reactive. In both cases, companies seem to be using SIEs actively to their advantage, albeit with differing methods of management. As an SIE it can be very beneficial to look for international corporations that have specific SIE programs that can benefit their work experience, but this is not to say that organizations with less specific programs will necessarily be any less fulfilling for an SIE. From a corporate point of view there is much room to improve SIE programs, but again, this depends on the management style the firm is looking to embody as well as the available resources. The benefits of employing SIEs certainly seem to be worth the efforts of hiring and retaining them.

6.1. Practical Implications

SIEs can play a vital role in any organization and it is up to both parties to come together in order to gain positive influences from each other. Through the sections above, it can observed that the research presented contains new information and contributes to existing theory. It does so by taking existing research on company and SIE motivations one step further, as it explores how firms use the available knowledge on SIEs' characteristics and motivations to attract, hire and retain them. The reasoning behind why SIEs are hired in the first place has become more apparent, ranging from language skills to it being purely by chance. SIE motivations and the fact that the relationship can be mutually beneficial for both firms and individuals were largely understood, and yet the strategies developed by organizations were often more ad hoc. As explored above, this could be due to countless reasons including a lack of resources or the smaller, more agile nature of the company.

This study has wide-ranging implications for any organization seeking to realize organizational goals through an international workforce and the successful harmonization of both parties' motivations by implementing HRM strategies specifically targeted towards SIEs. In practical terms, depending on the nature and goals of the company, it is recommended that companies critically evaluate SIE motivations and design and implement creative strategies to attract, hire and retain them. This can include strategies such as targeting specific hiring channels, offering full career and family support, visa and banking assistance, options for learning and development, travel opportunities, social activities and more, which can be seen outlined in the Appendix (8.2). More such policies would motivate SIEs and subsequently fulfill company motivations for a diverse, multicultural, motivated, hard-working and positive workforce.

6.2. Limitations

The findings presented here are of course restricted by the study's limitations. Firstly, the data collected is qualitative and not quantitative. This means there was no software analysis of any collected data and therefore the results were interpreted based on the researcher's individual perception. This makes the analysis subjective and can also vary depending on a participant's perception and subsequent interpretation. Not only this, but when identifying the themes within

the data it was found that many categories overlap, which made it difficult to create clear and identifiable groups and categorize quotes within these. Similarly, even though definitions of important terms were covered in the interview, the interviewees still may have a preexisting definition and understanding of SIEs, which may have influenced their responses.

Secondly, there were only 11 companies interviewed and this small sample size does not provide much information in order to corroborate the literature review and hypotheses presented. Not only this, but the participants and companies for which they work vary in their characteristics, including backgrounds, roles, ages, company size, type and location. Because of this, there is a less solid base of results to support or sustain any hypothesis. To rectify this, for future research it may be beneficial to conduct interviews with a larger, more homogeneous group. This limited data pool does not allow generalization of how, if at all, firms use what has been discovered about the motivations of SIEs to attract, hire, develop and retain high-value individuals from foreign countries. Therefore, this study cannot cover the complete reality of the subject matter or claim to encompass the entire domain of SIE motivations and organizational SIE strategies.

Regarding the interviews themselves, the researcher's presence during the interview may have had an influence in the responses, although this is often unavoidable in qualitative research. Since the interviews were semi-structured, this resulted in more of a flowing conversation rather than a rigid question-and-answer situation. This has both advantages and disadvantages. On the one hand, free-flowing conversation fosters new ideas and lines of questioning, but on the other hand it complicates the analysis process when the conversation is so spontaneous. Lastly, through the conversations it became clear that there are certain lines of questioning which could have been delved deeper into. This and more future research opportunities will be explored in the following section.

6.3. Future Research

As with any study, the research process and results provide scientific grounds for future research into the topic. This study is more exploratory, and it may be beneficial to take the lines of questioning one step further in the future and ask "why?". For example, one could explore more about why certain organizations choose to develop or not develop policies and programs for SIEs.

The topic of managing SIEs, including understanding expatriates, using this knowledge to develop HRM strategies, tying expatriates more into organizational goals, etc. can be much more deeply explored. Through the research here, it can be seen that this is an important topic and there is much data surrounding it, but unfortunately it does not all fit into the frame of this study as it is beyond the scope. Tying into this, it could be beneficial to compare the thoughts from an SIE's point of view to those of HRM representatives. The SIE perceptions of the drivers and barriers to accepting and maintaining international work and how this compares to company perspectives can be examined in future research.

Even going one step back, the line between an expatriate and a migrant could be further explored in the future. As one participant mentioned, it would be interesting to investigate the concept of expatriates and migrants generally and on a larger scale. For instance, when a European moves to Africa, they are generally called an expatriate, but when an African moves to Europe, they are generally called a migrant. The difference may help to understand expatriates on a larger scale. If the data can find a model to unify and look at expatriates and migrants in a similar framework, it may provide a model for understanding their motivations more thoroughly. This expatriates vs. migrants line of thought also brings up the topic of discrimination or societal problems. Whether or not certain SIE nationalities are paid less or treated differently, and what factors might lead to this, could be examined in the future.

Lastly, it may be important to further study the influences of more specific variables when it comes to attracting, hiring, developing and retaining SIEs. As explored in the limitations section above, the companies interviewed varied in their characteristics and this is where future research can be especially valuable. To provide more context to the results, one could research whether SIE or company location has an influence on their respective motivations or if a differently located company might identify different SIE motivations. Going one step further, do the HRM strategies of these companies differ depending on their location or even whether it is a national or international company? Other company variables can also be explored further, including size, age, culture, percentage of expatriates or the demographics and background of management. Finally, implementing various strategies, programs and policies relating to SIEs and then observing their success can also be an important step in the future research of this topic. Here, other variables can also be explored, for example what happens when implementing the same strategies in different-

sized companies or vice versa. Overall, this study brings valuable contributions to existing theory, but there is still much to learn regarding the relationship between organizations and self-initiated expatriates.

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8. Annex

A. Interview Guide

1. Interview description/goals
   a. Define SIE

2. Ice Breaker
   a. What is your name?
   b. Tell me a little about yourself
   c. Why did you join this company?

3. Organizational Information
   a. Company (name, type, product, service)
   b. How international is your company? Are there any foreign locations?
   c. Number of employees (expatriates (AE, SIE), nationalities)
   d. Company guiding principles (motto, values)

4. HR Introduction
   a. Tell me about your market for employees? How do you find potential candidates?
   b. Do you have separate programs to target specific groups of applicants?
   c. Are SIEs a target group you focus on for specific business needs? Why?
   d. Basic overview, we will come back to it in more depth later: What policies and programs do you have to attract, hire, develop and retain SIEs?

5. Expatriate Motivations
   a. What do you consider to be motivations for expatriates to move abroad?
   b. What motivations (or SIE personality traits) interest you as a company?
   c. What motivations would you like to utilize to attract/retain SIEs?

6. Managing SIEs
   a. How well do you think you understand SIEs (and their motivations)?
   b. Do you think if you understood SIE motivations better you could use that knowledge to better target SIEs?
   c. What could help you understand SIEs better in order for you to utilize that knowledge to develop specific SIE programs?

d. What are the reasons/experiences which help you to understand SIEs personally?

e. How has your experience been in managing SIEs?

f. To what extent have SIEs helped your company succeed/fulfill its business goals? How?

g. Do you believe that if your company had more concrete programs and policies to attract, hire and retain SIEs, then you would have a higher chance of fulfilling your specific resource needs?

7. Policies and Programs

a. Do any of your policies and programs specifically take the motivations of SIEs into account?

b. Even if the company does not specifically target SIEs in their policies and programs, do you still offer support to those who are hired anyway?

c. Do you think that some of your more generic policies and programs (designed for the general staff) also cover SIEs' needs/motivations?

d. Do you have quality processes in place which continually evaluate HRM programs and policies?

e. Would the need for specific SIE policies and programs be a possible result of that evaluation?

f. Can you identify any weaknesses or obstacles to the implementation of your SIE policies and programs?

g. How do you think the policies and programs could be improved?

h. If at all, what other policies and programs are you developing which specifically consider SIEs?

i. Do you have any other policy and program ideas which you believe would cater to SIE motivations and you may want to implement in the future?

8. Personal Information

a. Age

b. Gender

c. Background (education/university, expatriate/migrant)

d. Role (position, tenure)

B. Organizational Strategies Linked with SIE Motivations

Motivations to Go	Organizational Policies/Procedures/Programs/Strategies
Internationalism • International/new/cross-cultural experiences • Explore (new country/culture) • Adventure • Travel • See the world • Excitement • Meeting new people • Cognitive curiosity	• Development recognizes impermanence of SIEs • Recruitment policies target specific personality/competency profiles • Maintain ties with local networking organizations/chambers of commerce/social networking sites
Personal characteristics • Age • Geographic origin • Experience	• Recruitment policies target specific personality/competency profiles • Pay attention to personal needs • Understand motivations/needs
Personal development • Growth • Life change • Personal skills • Awareness and discovery of themselves • Cross-cultural skills • Better understanding of personal values • Personal satisfaction • Accomplishment • Enjoyment • Self-fulfillment • Learn new language	• Freedom to determine own path and to find own learning (encourages creative development, most important expatriate lessons)
Career • Job itself • Prestige • Labor market and company perceptions • Reputation • Security • Career support	• Less rigid corporate structures/careers • Offer full career support • Selection criteria must reflect the purposes of the position • Realistic job previews • Manage expectations • Proactive engagement • Investing in the employment relationship • Career management support • Building top management support • Clear organizational expectations/objectives • Clear communication enables SIEs to do meaningful work and pursue their own goals • Meet psychological contract

	• Improve branding (increased value proposition) • Link SIE knowledge, skills and abilities to the needs and goals of the firm • Align SIEs to position • Employee orientation • Continuous learning opportunities
Financial incentives • Financial rewards • Compensation packages • Fringe benefits	• Higher earnings • Western-level salaries • Family support and compensation • Unique reward packages • Recognition programs • Tax equalization • Bonuses • Paid leave • Medical insurance • Accommodation • Housing assistance • Education allowance • Travel allowance
Professional development • Career prospects • Technical skills • Cross-cultural skills • Managerial skills	• Development recognizes impermanence of SIEs • Selection criteria must reflect the purposes of the position • Investing in the employment relationship • Psychological contract • Allow SIEs to pursue their own goals • General skills, individual competencies, and leadership development • Provide career growth opportunities (learning, autonomous, challenging and meaningful work/promotion) • Offer travel opportunities • Training (cultural, language, job) • Professional career coaching
Lifestyle • Low family influence • No partner • Standard of living • Cultural similarity • Security • Work-life balance	• Combat health issues • Company social activities
Location • Country • Reputation • City-specific factors • Environment • Attitudes and behaviors of citizens	• Better standard of living • Realistic living condition previews • Taxation and banking assistance

• Security	
Escape • Current lifestyle • Labor market • Job • Organization • Family • Personal problems	
Personal connections • Family or friend ties • Studied there previously	
Family • Positive for their children	• Family support and compensation • Dual-career couple support

C. Results Summary – Interviews 1-3

		Interview 1	Interview 2	Interview 3
Ice Breaker	What is your name?	• Disha B.	• Jens E.	• Mitya R.
	Why did you join this company?	• Missed the personal interaction side of HR • Wanted medium sized company • Wanted a role change • Company at an interesting time, bring in different experiences, start from scratch	• Better job than anything before • Got to know the school via freelance work • Interesting and fun work	• Wanted to work in IT • English skills • Studied HR Management • Connection through teacher
	Company (name, type, product, service)	• Software as a Service (SAS)	• International School • International Baccalaureate degree • Lesson language is English	• IT company • IT/Outsourcing and Consulting • Look for the best IT solution/tool for the customer • Sales and production offices
Organizational Information	How international is your company? Are there any foreign locations?	• Offices in Berlin, Chicago, Pune, Singapore, salespeople scattered around • Most international vibe/influence comes from Berlin office	• Staff and students are international	• Offices in NYC, London, Munich, Riga, Sevilla, Switzerland, Russia, Ukraine, Poland, Buenos Aires, Argentina • Very strong relocation program
	Number of employees (expatriates (AE, SIE), nationalities)	• Less than 400 employees • Over 60 nationalities • 25% Germans	• 200 employees • 33% German • 20+ nationalities	• -2,600+ employees • NYC office, 20% expats • St. Petersburg office, >5% expats • 12%-15% expats overall
	Company guiding principles (motto, values)	• The people	• Mission: Inclusive, internationally minded staff, celebrate diversity	• "People first" in terms of everything (flexible working hours, incredible working conditions, etc.)
	Tell me about your market for employees? How do you find potential candidates?	• Depends on the position • Hiring someone who is already a student/intern • Post job online • Recruiters • Direct applications • Referrals • Source people themselves (not often)	• Principals do this • Bundesagentur für Arbeit website • School website • Website from the council of international schools	• Depends on the location • Job websites, LinkedIn • Professional communities (Facebook) • Conferences, IT meet-ups

HR Introduction	Do you have separate programs to target specific groups of applicants?	• Depends on the position, how difficult it is to fill	• Teachers and employers need to register at this website • Job fair (through a portal of the council of international schools)	• Not really, per chance that the profile is from abroad • Still interested in these people, even if it adds additional obstacles • All in terms of legislation
	Are SIEs a target group you focus on for specific business needs? Why?	• Language requirements	• Language needs • Easier to employ than German teachers (desire to move and see the world)	
	Basic overview, we will come back to it in more depth later: What policies and programs do you have to attract, hire, develop and retain SIEs?	• German classes • Help people move • Visa/Blue Card • Salary is in line with expectations • Many things are very ad hoc	• Professional development (cities across Europe) • Flight paid for new teacher and direct family members • Relocation allowance (500€ per person) • 10 days in a hotel • Apartment search, application process, Einwohnermeldeamt registration • Work/Residence permit • Bank account, electricity, gas, internet, cell phone, etc. • Interest free loan (2500€)	• Visa process • Adaption and education • Apartment search • Financial bonus (relocation) • Advice (banks, etc.) • English classes
	What do you consider to be motivations for expatriates to move abroad?	• Experience new culture • Live somewhere you want to explore more • Live and understand new perspective • Curiosity or aspiration to live somewhere else • Leave where you are • Studies • Moving close to a loved one	• Desire to see the world • Berlin (bohemian city, lots going on) • More salary, perks to make their job easier or more interesting • New language, language courses	• Fear, feeling of instability in home country • More money • Love, marriages, friendships • Spontaneous, adventure, try out a new place, why not?
Expatriate Motivations	What motivations (or SIE personality traits) interest you as a company?	• Adaptability (ability to adapt to new, challenging, unexpected situations) • Different backgrounds/ways of	• Internationally minded staff • Celebrate diversity	• Perfect English skills • Fit into corporate culture (nice, helpful, laid back, relaxed) • Open minded (different places/backgrounds)

		thinking/working (helps with empathy) • Communication (communicate with people from different cultures, speak to clients in "their own language", understand others' perspectives		• 100% tolerant of different people • Positivity
	What motivations would you like to utilize to attract/retain SIEs?	• No plans to do anything different than now		• NYC dream • St. Petersburg, International company, nothing to be afraid of, beautiful city
	How well do you think you understand SIEs (and their motivations)?	• Hard to say "Yes, I understand everybody." • Trying their best • Helps to have so many people from different backgrounds	• A little bit, comes from southern Germany • Did an internship in Cambodia for 3 months	• Trying to ask the right questions • Trying to figure out why people want to move • Not so easy sometimes, hidden motivations
Managing SIEs	Do you think if you understood SIE motivations better you could use that knowledge to better target SIEs?	• Very similar to German employees • Berlin is very international to begin with • SIEs want to move anyway so they are happy with the benefits for "regular" employees		• Same as everyone else • Get more experiences interviewing them • Read literature
	What could help you understand SIEs better in order for you to utilize that knowledge to develop specific SIE programs?	• Targeting and asking them • So many expats, don't need to single anyone out, what they want is what everyone wants	• Listening to them, getting to know their experiences, motivations for staying/leaving	• Get more experiences interviewing them • Read literature
	What are the reasons/experiences which help you to understand SIEs personally?	• What they ask after they are hired	• Internship in Cambodia • Expat girlfriend/friends/colleagues	• Work in NYC
	How has your experience been in managing SIEs?	• "Normal" • Expats don't know much about the labor law, insurance, payslips	• Difficult when they arrive with a completely wrong set of expectations • Experience firsthand whether or not they get along with the new place and it may lead to frustration	• Somethings are natural for you and completely weird for them • English accents can be tricky • Stressful, don't want to seem unprofessional

			• Can't change the culture, have to adapt themselves	
	To what extent have SIEs helped your company succeed/fulfill its business goals? How?	• Expats have really really helped the company become more successful • Helped them win Unilever (where whole culture came together) • International students that stayed on as full-time employees • International culture	• Meet average grade standard of students at international schools • Have students not only get a degree, but one with which they can go to a university	• Same as any of their employees • All work together, don't care where people are from • Try harder because they want to prove themselves in a new place
	Do you believe that if your company had more concrete programs and policies to attract, hire and retain SIEs, then you would have a higher chance of fulfilling your specific resource needs?	• Yes, need more in terms of process • Make is easier for expats to be there • Visa process needs to be easier to execute on an admin level • Help them be more willing to take more expats in	• Probably yes	• The better programs work, the faster they will be able to fulfill needs • Hard to compare, even if an expat is super quick to find, the other processes take a long time • Sometimes the process can get stuck, would have been faster to find someone in the local market afterall
	Do any of your policies and programs specifically take the motivations of SIEs into account?	• German classes • Exchange program • Relocation help • Help them as much as possible (insurance, housing, etc.) • Educating them about the policies, German law, etc.	• Professional development (cities across Europe) • Flight paid for new teacher and direct family members • Relocation allowance (500€ per person) • 10 days in a hotel • Apartment search, application process, Einwohnermeldeamt registration • Work/Residence permit • Bank account, electricity, gas, internet, cell phone, etc. • Interest free loan (2500€)	• Mentorship programs • Visa, agreements, legal aspects • Recruitment, onboarding, adaptation, education • Apartment search • Financial bonus • Travel help, general advice • English classes • General company culture, open communication
Policies and Programs	Even if the company does not specifically target SIEs in their	• Yes, ad hoc	• Informal support is still offered	• Yes, always offer support, free to say no

	policies and programs, do you still offer support to those who are hired anyway?		• Within limitations of workload	• Know that they are there for them
	Do you have quality processes in place which continually evaluate HR programs and policies?	• Time taken to fill a position • Number of people applying • Some statistics • Track performance/development (PDP)	• Not really, are working on it • Ask for feedback from new staff members	• Onboarding manager collects statistics/feedback • Meeting with newbies 1st, 2nd, 3rd months (views on how to enhance and improve the program)
	Can you identify any weaknesses or obstacles to the implementation of your SIE policies and programs?	• Lack of resources (too tied up in operational tasks) • Berlin is a very competitive market • Too ad hoc • Visa process not straightforward • Too much work to hire a really good expat, so they settle	• Admin staff don't get the same support • Workload limitations • Difficult to find an apartment in such a short time • Picky new staff members • Financial things, moving allowance and loan are too little	• Works pretty well, majority are satisfied • Useful, helpful when moving to a new country
	How do you think the policies and programs could be improved?	• Educate the HR team and employees better • Build relationship with external visa agency • Plan resources better • Work on their benefits, in general • More in terms of process • Make it easier for expats to be there/for them to be considered	• Increase in salary • Hotel stay should be more than 10 days • Increase financial allowances (relocation, loan)	• More connections with governmental institutions • Enhance process, increase speed (visa)
	If at all, what other policies and programs are you developing which specifically consider SIEs?	• Educate people more (labor law, 3rd party insurance, Mieterverein, etc.) • Exchange program	• Salary committee (increase in salary) • Buying property and renting it to new teachers	• Not at the moment, no demand for it
	Do you have any other policy and program ideas which you believe would cater to SIE motivations and you may want to implement in the future?			• Separate SIEs depending on risk • Create additional, separate meetings with HR/psychologist

		• 27	• 38	• 25
Personal Information	Age			
	Gender	• Female	• Male	• Male
	Background (education/university, expatriate/migrant)	• India to Bonn to Vienna to Berlin • Studied Business Administration	• Started university in Stuttgart and finished in Potsdam • Studied history and political science • Small jobs here and there • Relocation freelancer, school was main contractor	• 3 years at company • Wanted to work in IT company • Studied HR Management in St. Petersburg • Got to comapny through English teacher • Help out with NYC office - Now three offices
	Role (position, tenure)	• Talent Acquisition and Management	• Human Resources Clerk and Relocation Manager	• -HR Manager (responsible for training and recruitment)

D. Results Summary – Interviews 4-6

		Interview 4 (No Transcript)	Interview 5	Interview 6
Ice Breaker	What is your name?	• Judith G.	• Anton V.	• Oliver G.
	Why did you join this company?	• Dualstudium		• Founded the company because didn't want to be employed • Enjoyed doing what he was doing, wanted to continue that • Can choose what you want to do/think about, customers • Enjoy being own boss, having employees
Organizational Information	Company (name, type, product, service)	• Telecommunications company	• Telecommunications company • Daughter company	• Consulting company, offer services around operations research, data science, business transformation • Mainly have business analysts and data scientists as employees
	How international is your company? Are there any foreign locations?	• Many locations in Europe • South Africa, China, India, Malaysia, Singapore, Canada, Mexico, USA, Argentina, Brazil	• No	• Company itself is German, came from Austria • No official business language, German and English • Work for international companies
	Number of employees (expatriates (AE, SIE), nationalities)	• 250,000 employees (50% in Germany) • 400 AEs per year	• 1400-1500 employees • 2%-3% are expatriates	• 9 employees • 80% have international roots • 50% are expats
	Company guiding principles (motto, values)			• Help clients manage complexity using human and machine intelligence
HR Introduction	Tell me about your market for employees? How do you find potential candidates?	• AEs: around 90% of the time they know who it will be • Some come to them and ask for opportunities abroad	• Very strong HR and brand • Recommendations • Local marketplaces (HeadHunter - hh.ru) • Internal marketplace of the global company	• Through current employees • People find them

			• Exchange program	
	Do you have separate programs to target specific groups of applicants?	• No • If the position requires an expat, hiring manager focusses on them, recruiter knows, different channels online	• No • Internationals apply per chance	• No • Like attracts like
	Are SIEs a target group you focus on for specific business needs? Why?	• No • The company is a very German company • If employees are sent abroad then it is part of their job position	• No, but value such people • Foreign languages are a must (all employees either speak English or German or both)	• No
	Basic overview, we will come back to it in more depth later: What policies and programs do you have to attract, hire, develop and retain SIEs?	• Packages/Modules which either the hiring manager or employee can pay for • Goes through external providers (very professional) • #1: Mandatory (Visa, Bürgeramt, etc.) • #2: Schooling (Kindergarden, KTIA), Kindergeld, Bank, Housing • #3: Cultural training	• Treated like any other employee • Relocation bonus • Exchange program • Visa support • Accommodation: Recommendations • Travel to home country/WFH or international office	• Too small for that • Speak language that everyone understands • Show new employees around, take them out • Help with work permits, accommodation • Be careful of what projects, contracts, wages, training, etc. to give them • Understand them, don't have cultural issues, easy to be an expat, don't feel foreign
Expatriate Motivations	What do you consider to be motivations for expatriates to move abroad?	• Job tasks, career • Personal reasons • If employee wants to go abroad themselves, have different contract than AE	• International experience, expanding horizons, different culture/traditions • Motivated to do things outside of your limits • Better life quality, medical care, companies, job opportunities	• Economic pressure • Travel • Interesting market, economically interesting country • Like to work there • Safe • Like attracts like, friends
	What motivations (or SIE personality traits) interest you as a company?		• Language skills • Difference in cultures, intercultural experiences	• Multicultural, interested in other cultures, used to dealing with people from other cultures • Multilingual
	What motivations would you like to utilize to attract/retain SIEs?		• German and English language courses	
Managing SIEs	How well do you think you understand		• Russia/St. Petersburg: Culture, city, people,	• Pretty well, expatriate background

SIEs (and their motivations)?		universities, young/dynamic people	• Cultural difference, understand problems/motivations
Do you think if you understood SIE motivations better you could use that knowledge to better target SIEs?		• Yes • Open about it • If he/HR has capacity, then wants to learn about it, understand expats better, adjust current strategy	• Definitely • Small company and having new experiences, learning
What could help you understand SIEs better in order for you to utilize that knowledge to develop specific SIE programs?		• Interviewing existing expats • Analyze external target groups • Use mother company for information	• Learning from new experiences • Develop programs, target them more
What are the reasons/experiences which help you to understand SIEs personally?	• Abroad herself, globetrotter	• Talking • Gathering/Analyzing information • Interview • Friendships/Relationships • Vacations	• Expatriate background • Understand problems/motivations • International company
How has your experience been in managing SIEs?	• Usually male, 45 and executive managers	• Absolutely OK • No peers, but in team • No problem to switch to English or German • Pay special attention, they don't have a solid network there	• Mainly good experiences • Cases where cultural issues were more of a problem (did not continue working relationship) • Different cultures leads to different ways of dealing with things • Used to different cultures, so can deal with differing people better • Employee who doesn't speak any German
To what extent have SIEs helped your company succeed/fulfill its business goals? How?	• More and more English	• Exchange program: Establish better connections between offices/colleagues • International/Intercultural experiences for employees	• A great deal • Is it because they are expats? • Multicultural background helps with international clients
Do you believe that if your company had more concrete programs and policies	• Repatriation • Offer child support, but not much for partner	• Yes	• Definitely • Opportunity of nearshoring, offshoring, foreign locations,

	to attract, hire and retain SIEs, then you would have a higher chance of fulfilling your specific resource needs?	• Usually male, want to promote for females		economic opportunity, growth perspectives
Policies and Programs	Do any of your policies and programs specifically take the motivations of SIEs into account?		• Treated like any other employee • Relocation bonus • Exchange program • Visa support • Accommodation: Recommendations • Travel to home country/WFH or international office	• Too small for that • Speak language that everyone understands • Show new employees around, take them out • Help with work permits, accommodation • Be careful of what projects, contracts, wages, training, etc. to give them • Understand them, don't have cultural issues, easy to be an expat, don't feel foreign
	Even if the company does not specifically target SIEs in their policies and programs, do you still offer support to those who are hired anyway?	• Mandatory package #1	• Yes	• Yes, if they need or ask for help • Friendly offer, not a policy • See above
	Do you think that some of your more generic policies and programs (designed for the general staff) also cover SIEs' needs/motivations?		• Yes • Medical insurance • Courses, conferences, education budget • Travel budget	• Right fit for the company/projects • Non-German speaker: Internal project • Customize wages, contract, training, projects to employee
	Do you have quality processes in place which continually evaluate HR programs and policies?		• Not really • Values, open relationships, engage with expats, ask what is going on/if there is any help needed • Meeting after probation period	
	Can you identify any weaknesses or obstacles to the implementation of your SIE policies and programs?		• Lack thereof • Not specifically targeting their strategy towards expats • HR does not have enough capacity	• Language barrier: Have to accommodate people who don't speak German

	How do you think the policies and programs could be improved?	• Repatriation • Not much support for partner • Not enough females • Uncomfortable because of language barrier • Germans don't take advantage of English classes	• Publish vacancies not only in local marketplaces • Russian language courses • More company budget/relocation budget • Support families: Schools, insurance, visas, etc.	
	Do you have any other policy and program ideas which you believe would cater to SIE motivations and you may want to implement in the future?		• Publish vacancies not only in local marketplaces • Russian language courses • More company budget/relocation budget • Support families: Schools, insurance, visas, etc.	• There now, but have to institutionalize it • Test background fit • Language • Need to develop as company grows
Personal Information	Age	• 37	• 33	• 46
	Gender	• Female	• Male	• Male
	Background (education/university, expatriate/migrant)	• Worked at the company since 18 • Moved around the company, always HR • Abroad within the company (South Korea, Slovenia, Madrid) • Globetrotter (3 sabbaticals)	• Studied Applied Mathematics and IT • Software Quality Engineer/Tester • Moved to an American international company • Moved to company (6+ years) • Moved to the company in St. Petersburg	• Studied mathematics and economics in England • Never employed by a company • Founded the company 20 years ago • Lived in Austria, England and Germany
	Role (position, tenure)	• VP Global Employment Center	• Head of Department (Architecture and Service, and Innovation and R&D)	• CEO

E.   Results Summary – Interviews 7-9

		Interview 7	Interview 8	Interview 9
Ice Breaker	What is your name?	• Greg K.	• Steven H.	• Ludger W.
	Why did you join this company?	• Wanted to leave the Soviet Union: Bad place to live (corruption, lack of freedom) and no perspective for good feature/existence • Moved to Chicago • Friend invited to move to California (Company predecessor)	• Wanted to move to a smaller firm • To be able to make a difference • Have a wider variety of duties	• Didn't like where previous company was going • Headhunter contacted him • Friend offered good role at the company
Organizational Information	Company (name, type, product, service)	• IT Company • Primarily consulting business (IT projects for customers)	• Three divisions • Manufactures circuit boards and electronic parts to equip them with • Lumiglas (sight glasses) • Technical parts for the medical sector, chemical industries, biogas facilities • Rehab technology (aids/software programs/support for the blind/visually impaired (includes large service sector)	• Service management with BMC products
	How international is your company? Are there any foreign locations?	• US (2 offices) • Belarus (5 offices, largest with 412 employees) • Ukraine (5 offices) • Russia (2 offices), Lithuania, Poland, total of 19 offices • Relocation support to other offshore offices (because auf Ukraine war)	• No • Active worldwide, international resellers	• The company works a lot with and Indian subcontractors
	Number of employees (expatriates (AE, SIE), nationalities)	• Around 1000 employees • 74 in the US, 30 of those are expatriates • Percentage of expatriates outside of US is lower	• 108 employees • 15-20 in field offices • About 20% expats, mostly eastern regions (Poles, Czecks, Greeks, Turks)	• 48 total employees in company, 5-10% expats

HR Introduction	Tell me about your market for employees? How do you find potential candidates?	• Hiring mostly offshore, not looking to expand in the US • Recruiters, recruiting firms/agencies • Social media (LinkedIn, Facebook, Russian social network: Moi Krug)	• Job postings on own website • List openings at Federal Labor Office • Personnel service providers • In the future internet job boards (Monster, Stepstone, etc.)	• Job postings on website • Networking through newly hired people
	Do you have separate programs to target specific groups of applicants?	• Not focusing on expatriates • Hire based on skills/profile	• No, expatriates are not specifically targeted • Employment office is starting a program specifically for foreign workers but haven't engaged in it yet	
	Are SIEs a target group you focus on for specific business needs? Why?	• No • Hire people who are willing to move • B1 (3 months), to see • H1-B (longer term, harder to get) • L1 (3 years) • Green Card (to stay) • To help move they need to be of very good quality, English skills, approved by customer	• No, but English is important to the company's international business, which international workers may be able to provide	• Yes, customers need low rates and therefore Indian people need to be hired • Indians have specialized knowledge products from BMT
	Basic overview, we will come back to it in more depth later: What policies and programs do you have to attract, hire, develop and retain SIEs?	• Visas/Green Card process • Salary • Pay airline ticket, 1 month stay, car rental, interest-free loan for car • English classes in offshore offices, not specifically for expats	• None, available to all employees, treat everyone equally (interesting and diverse set of duties, value placed on integration and teamwork, company holidays, work anniversaries, sports groups, company parties, company car, etc.)	• Don't treat them different than people from Germany • German courses • Support moving (apartment, papers, flight, bureaucratic things, etc.) • Social activities (lunch, beer, sports) • Company culture (openminded, easy integration, part of the family)
Expatriate Motivations	What do you consider to be motivations for expatriates to move abroad?	• Want to improve their living situation (fight against things they don't like, like corruption) • Want to see the world, interesting life to go for a while	• Pay • Go abroad • Interesting and diverse set of duties • Good work atmosphere: Family orientation	• Don't behave very different than German people • Money • Living location (Munich works well)

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		• Financial (not super relevant for people from Belarus • Curiosity to see different companies	(integration and teamwork) • Flexible holidays • Paid company parties • Attrition is very low • Company sports groups • Company car	• General advantages (openminded culture, integrative approach to workforce, interesting tasks, attractive job, extend knowledge, new technologies (machine learning, AI))
	What motivations (or SIE personality traits) interest you as a company?	• Not a high interest in expats, more expensive than working with offshore employees • Bringing expats only when the customer asks for them • Not promoting it, maybe within Europe • Only when people want it • Advising against a move to the US if motivations are based on illusions	• English language skills • Technical background	• Need openminded people • Driven, self-sufficient people • English speaking
	What motivations would you like to utilize to attract/retain SIEs?	• Not utilizing SIE motivations • Main drivers to hire are skills and the need to staff projects		
Managing SIEs	How well do you think you understand SIEs (and their motivations)?	• Pretty well, expat himself • Brought over 200 people to the US	• Inner-German expat, was treated with skepticism in western German states • Foreigners that work for the company are second generation expats and are well integrated (no need for special support) • Will have a talk about integrating refugees and their needs with Federal Labor Office	• Very well • Working with foreigners, know how humor and other expression of their culture differs • Know how customers interact with people
	Do you think if you understood SIE motivations better you could use that knowledge to better target SIEs?	• Probably, of course	• Yes, it is becoming harder to find qualified employees or apprentice applicants, need to tap new sources • Examine how development is to continue	• Don't think their motivation is different from Germans • Want attractive jobs and extend their knowledge • Key is not to treat them differently
	What could help you understand SIEs better in order for		• Need to know more about their individual	

you to utilize that knowledge to develop specific SIE programs?		cultures/origins, including religion • Why employees act the way they do	
What are the reasons/experiences which help you to understand SIEs personally?	• Expat • Brought over 200 people to the US • Salary in US vs. Belarus • Talking to expats/people who want to move	• Personal experience at the company and before were always positive • Worked with international people • Travel	• Personal interactions with Indians and other foreigners (sit together, get to know each other, see faces, understand jokes, how they behave) • Almost weekly travel to Ireland for 18 months
How has your experience been in managing SIEs?	• Good • People are nice • It's easy • Americans like their (primarily Russians) attitudes and knowledge (appreciated by customers)	• Positive experiences • Expats are engaged, motivated, sometimes more than Germans, they want to prove themselves	• Their stronger focus on hierarchy and titles is different, the Irish use them as privilege, Indians (initially more reserved) as a means to delegate (can't directly order employees, need to talk to line manager) • Easier if they work together in the German office • Team integration much better if you have personal contact (sit together, get to know each other, see faces, understand jokes, how they behave)
To what extent have SIEs helped your company succeed/fulfill its business goals? How?	• Succeeded because of opening international offices • Prestigious profession of programmers in Belarus (hard to get into university) • Quality of programmers from Belarus are very high, then move to US	• Expats work mostly in production, if they didn't have them, they'd have a problem there, because they do work Germans don't want to do	• People from India are less expensive • Knowledge that people provide
Do you believe that if your company had more concrete programs and policies to attract, hire and retain SIEs, then you would have a higher chance of fulfilling your	• Main issue is finding good resources (many companies interested in the market) • Main perk is opportunity to move to US (work in Europe in the meantime)	• Yes	• Current approach works, don't need a specific program

	specific resource needs?			
Policies and Programs	Do any of your policies and programs specifically take the motivations of SIEs into account?	• Visa/Green Card • Salary • Airline ticket, 1 month stay, car rental, interest-free loan, English classes • No specific expatriate programs	• No specific expatriate programs • Generic ones (pay, interesting and diverse set of duties, value placed on integration and teamwork, company holidays, work anniversaries, sports groups, company parties, company car, etc.)	• No specific expatriate programs • German courses • Support moving (apartment, papers, flight, bureaucratic things, etc.) • Social activities (lunch, beer, sports) • Company culture (openminded, easy integration, part of the family) • Insurance • Company cars
	Even if the company does not specifically target SIEs in their policies and programs, do you still offer support to those who are hired anyway?	• Yes, of course • Not because they are expats, it's part of the deal	• The company treats everyone equally (offer help to anyone who needs support) • Diverse catering at parties (for instance to recognize dietary restrictions) • Room for Muslim prayer habits • Would not put obstacles in their path if anyone had to run errand/take care of something	• Simple rule: If you have a problem, tell us. We will support you. • German courses • Support for the move to Germany (papers, flight, flat, move, German administration) • Hired a company that provides help to Indian expats • Helping with integration
	Do you think that some of your more generic policies and programs (designed for the general staff) also cover SIEs' needs/motivations?	• English classes are for general	• Yes, generic employee support programs: • Multi-generation integration • Programs to get them to stay (building communities) • Training programs (internship abroad) • Interesting and diverse set of duties • Good work atmosphere: Family orientation (integration and teamwork) • Flexible holidays • Paid company parties • Attrition is very low	• All of them

			• Company sports groups • Company car	
	Do you have quality processes in place which continually evaluate HR programs and policies?	• General quality checks, but not specific to expatriates (promotions, raises, etc.)	• Not currently, but they are about to be initiated • Records statistics (applications, success rates, interviews, etc.)	• Current processes (for all employees) include evaluations, the need to get certifications (German courses) • No evaluations
	Would the need for specific SIE policies and programs be a possible result of that evaluation?	• Customers' needs are the main drivers • If there is a specific goal, then would look into how to select/motivate them	• Yes, it is possible to conclude Germans are no longer a group who want to work at the company	
	Can you identify any weaknesses or obstacles to the implementation of your SIE policies and programs?			• Currently no quality problems
	How do you think the policies and programs could be improved?		• Participation in trade fairs, engage in job exchanges and talk to recruitment agencies there	• Intentionally keep it simple • Currently no changes planned, current processes are working
	If at all, what other policies and programs are you developing which specifically consider SIEs?	• No	• Talks with Federal Labor Office • Develop and qualify people themselves • English courses • Examine how development is to continue	• No, not yet.
	Do you have any other policy and program ideas which you believe would cater to SIE motivations and you may want to implement in the future?		• Training, integration programs • Create sense of community • Talks with the Federal Labor Office	• No, it's just working, don't make it too complicated
Personal Information	Age	• 64	• 46	• 54
	Gender	• Male	• Male	• Male
	Background (education/university, expatriate/migrant)	• Lived in USSR (Belarus) • Studied electrical engineering in Minsk • Worked as programmer in Belarus	• Started out with a standard apprenticeship, working in social insurance • Moved around Germany	• Started during studies (computer science) to work for different companies as a developer

		• Born in Soviet Union in 1954 • Came to the US in 1988 • Lived in Chicago until 2005 since then in Concord, CA	• Started out as assistant or consultant for management boards • Always had certain leadership responsibility • Lived in Swabia, Franconia, lived in Thuringia, Northern Germany, Hamburg for a while, and now working in North Rhine-Westphalia	• Worked for a company who created software for adult education (Volkshochschulen) • Company was bought by previous company • Later responsible for the development team and part of the software (mobile) in previous company founded start-up • Worked with Irish and Indian teams • Sold to Barclays, went back to previous company (consultancy, head of support and development, founded new teams, ITIL expert) • Responsible for hiring people in Bratislava • Left previous company (restructuring) after 20 years • Moved on to the company to become head of product management and development
	Role (position, tenure)	• COO	• Commercial manager • Head of personnel department (committees, employee organizations, personnel acquisition, personnel recruiting) • Controlling, marketing, incoming and outgoing goods/warehouse management, commerce activities, accounting	• Head of Product Management and Development • IT service management, created AI (chatbots)

F.   Results Summary – Interviews 10-11

		Interview 10	**Interview 11**
Ice Breaker	What is your name?	• Peer W.	• Jerry C.
	Why did you join this company?	• Created the company with an IT friend • Wanted own company, freedom, etc.	• Wanted to create a company that would serve both German and Cameroonian markets • Tired of working/traveling all over the place • Had clear visions wanted to see through • Founded the company 10 years ago
Organizational Information	Company (name, type, product, service)	• Services are project management and development • Deliver all services a company may need, whatever the role (manager - project/test/release/defect, developer - scrum master/product owner/java/technical consultants/architects)	• German market: IT consultancy • African market: Build products specific for the local African market (payment solutions)
	How international is your company? Are there any foreign locations?	• Sub company in Russia • 50/50 international employees	• Germany • Cameroon • Joint venture partnership in Malawi and Nigeria • Development work in Poland and Ukraine
	Number of employees (expatriates (AE, SIE), nationalities)	• 6 employees, 6 freelancers • Russian	• 15 in Germany (4 expatriates) • 100 in Africa (only reverse expatriates)
HR Introduction	Tell me about your market for employees? How do you find potential candidates?	• Find people through connections (daughter, girlfriend), networking • Xing, Gulp • Likes direct contact best	• Publish positions on website • Use specialized recruiting companies • Work with organizations in Germany (Center for International Migration)
	Do you have separate programs to target specific groups of applicants?		• Depending on position level • Depending on country • Depending on if expat or reverse expat needed
	Are SIEs a target group you focus on for specific business needs? Why?	• Look for interesting employees, not necessarily people with specific studies or experiences • Wants international company with different employees	• Reverse expats for the African market • Need people who will understand the mindset • Language needs • Travel for work is often interesting for expats
	Basic overview, we will come back to it in more depth later:	• No specific programs, do trainings and such when they are needed • Have a work/life balance	• Give what they need • Support in getting work permits

	What policies and programs do you have to attract, hire, develop and retain SIEs?	• Flexible working hours • Social aspects • Sabbatical opportunity • Fixed income, variable income which can always be adjusted • Company apartment, company car, train card or additional income, company credit card • Company weekends away • Trainings, meetings, events	• Support in moving homes, finding housing • Help with appointments (send secretary or executive assistant with them) • Pay for German courses
Expatriate Motivations	What do you consider to be motivations for expatriates to move abroad?	• Interesting companies, identify with it • Move something, live in the company, but also have free time/sabbatical • Financial incentives • Other bonuses/extras (events, trainings, conferences, flexibility)	• Making an impact • Money (able to support family) • Significantly improve lifestyle (financially, level of know-how, expertise)
	What motivations (or SIE personality traits) interest you as a company?	• Flexibility • Low hierarchy	• Need people who will understand the mindset • Cultural understanding • Language needs • Travel for work is often interesting for expats • Making a difference • Western work ethic (thorough, detail oriented, timeliness, reporting skills, management), expertise and open-mindedness
Managing SIEs	How well do you think you understand SIEs (and their motivations)?	• Thinks pretty well • Lived in Russia • Worked in China, India • Lots of travel • International companies • Goal is not to live in Germany	• Understands them very well
	Do you think if you understood SIE motivations better you could use that knowledge to better target SIEs?	• Yes • You get a much better understanding if you travel/work in other countries • Talk with people/live with people	• Not really • A lot of factors need to come together (time, place, person, finances, etc.)
	What are the reasons/experiences which help you to understand SIEs personally?	• Travel • Lived and worked in different countries • Worked in international companies • Talk with people/live with people • Likes to learn about cultures	• Worked/lived all over the world -Expat himself
	How has your experience been in managing SIEs?	• Very good • Like to work with international colleagues	• Need a lot of guidance/coaching in the beginning • Support them to settle

			• Give them the opportunity to make mistakes • Be open to their different cultural perspectives • Once they are fully integrated, feel like they can make a career jump, need to help them become independent anyway -Everyone has different needs (ex: some are very social and may need different holiday exceptions)
	To what extent have SIEs helped your company succeed/fulfill its business goals? How?	• English speaking • Important to have expats, support the company's goals	• Large extent, more within the African market
	Do you believe that if your company had more concrete programs and policies to attract, hire and retain SIEs, then you would have a higher chance of fulfilling your specific resource needs?	• If the company grows, then they will need more processes	• Yes and no • About understanding and have a fairly good understanding • About financial and other resources available
Policies and Programs	Even if the company does not specifically target SIEs in their policies and programs, do you still offer support to those who are hired anyway?		• Yes, don't have a standard program • Everyone has different needs (ex: some are very social and may need different holiday exceptions) • Close relationship with employees • Come up with solutions
	Do you have quality processes in place which continually evaluate HR programs and policies?		• No
	Can you identify any weaknesses or obstacles to the implementation of your SIE policies and programs?		• Family size, need to go home for longer (stopped the program because less work got done) • Leave once they feel fully integrated • Financial limitations of a smaller company
	How do you think the policies and		• Know what could happen and plan accordingly

	programs could be improved?		
	If at all, what other policies and programs are you developing which specifically consider SIEs?		• No • React to requests or issues that come up • Figure out best solution for all
	Do you have any other policy and program ideas which you believe would cater to SIE motivations and you may want to implement in the future?	• More HR staff in the future • Need people who are flexible in thoughts and don't all think the same way	• No
Personal Information	Age	• 53	• 41
	Gender	• Male	• Male
	Background (education/university, expatriate/migrant)	• Studied economics in Bochum • Lived in smaller towns • Married/child early • Traveled a lot • IT, controlling, project management experiences • T-Systems, Deutsche Bahn, smaller companies • Created first own company in 2014 • Wants to live agile, freedom, teamwork • Has 3 own companies	• Studied in Berlin and Dublin (combined program) • Worked/Lived around the world • Most experience from Accenture • Co-Founded the company • Migrated to Germany to study 20 years ago • Cameroonian by birth, have German nationality now too
	Role (position, tenure)	• CIO	• Co-Founder • Project/Product Manager