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**BUILDING EFFECTIVE MOTIVATION METHODS FOR SELF-
INITIATED AND ASSIGNED EXPATRIATES**

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ABSTRACT

In recent years, expatriation has increased remarkably due to internationalization. Job mobility becomes popular among multinational corporations (MNCs). In order to manage expatriates more effectively and encourage them for better performance, understanding their intentions and motivations of working abroad is necessary. Since different types of expatriates have different intentions and motivations towards the international assignment, MNCs are recommended to customise the motivation ways to different expatriates.

This master's thesis focuses on investigating the intentions of both assigned expatriates and self-initiated expatriates accepting the international assignment, and their motivations during expatriation. It is to examine the physical and psychological needs of expatriates when they are attending the expatriate assignment. From expatriates' point of view, what MNCs currently provided is enough to support their stay or not, as well as what expatriates expect to have more assistance from corporations. Appropriate motivation methods can encourage expatriates for better performance and retain talents.

Data used in this study was collected from nine individuals from different MNCs and nationalities. The data was gathered by semi-structured interviews. All participants were all from Asia. The results were analyzed according to the theoretical framework.

The findings indicate that good and considerate relocation package is an effective way to motivate expatriates. Though self-initiated expatriates are not given any assistance for relocation, if MNCs could provide help upon their arrival, expatriates would be thankful for the arrangement and repay to the company. The destination of an international assignment is also an inducement for expatriates to accept the expatriate assignment, which is uncontrollable by the company.

KEYWORDS: motivation, intention, self-initiated expatriate, assigned expatriate

1. INTRODUCTION

As International business is growing recently, companies are sending more of their employees to work overseas. Globalization makes more and more people mobile (Collings 2014; Mayrhofer & Reiche 2014). Employees are assigned to foreign operations for a certain period of time. These people are described as international assignees or expatriates. MNCs send employees for foreign operations since corporations would like to control in high-risk situations, overcome a lack of qualified or talented local managers, help transfer of knowledge and “best” practices as well as support formation of a strong corporate culture (Smale 2016). However, not all employees are willing to work in other countries for a better career path. The reasons behind staff immobility are the rise of dual-career couples, aged parents, single-parent families and changing work settlement (Welch et al. 2007). Besides, the time needed for adjustment in expatriates and repatriates is also a concern (Smale 2016). Therefore, the terms of self-initiated expatriates and assigned expatriates introduced in describing different intentions of expatriates. To deal with staff immobility, companies would send employees to go on business trips and those employees are called “international business travelers” emerge (Organization Resources Counselors 2002).

The role of the international assignment is to form the prospects and competence of competent global leaders. Also, it occurs to be a human capital investment for an organization in globalizing their employees. However, the return on this investment is weak and pale for companies. (Black 1999). Therefore, it is important to manage expatriates effectively.

There are several reasons why personnel might go on an expatriation duty. There are two types of employees on overseas duty namely assigned expatriates and self-initiated expatriates. Their intentions and perception vary for all two types. Self-initiated expatriates may look for an adventure for their lives, while assigned expatriates may only

want to complete the mission, earn a living and get home as soon as possible. Since their intentions are obviously different, MNCs have to adopt different motivations and management towards them. Appropriate motivation can encourage expatriates and they can perform better in work.

The topic of expatriates has been studied to an advanced degree (Chen & Shaffer 2017; Presbitero & Quita 2017; Cao et al. 2014). Prior researches have examined the intentions and motivations of expatriates. The career intentions of expatriates link to career adaptability and cultural intelligence. The study examined that the behaviors of self-initiated expatriates were adaptive vocational and driven by an individual's self-regulatory capacity to flourish in another country and work to develop careers. The findings showed that career adaptability was positively related to overseas career intentions. Moreover, cultural intelligence was found to gentle this relationship. (Presbitero & Quita 2017).

Apart from intentions, motivations of expatriates link to perceived organizational support, career satisfaction, networks, organizational and community embeddedness (Cao et al. 2014; Chen & Shaffer 2017). Motivations of self-initiated expatriates are always connected with perceived organizational support (POS), such as financial POS, career POS as well as adjustment POS. Financial POS is defined as the extent that an organization offers an employee in terms of financial and rewards through compensation and employment benefits (Kraimer & Wayne 2004). It includes assignment bonus, cost of living adjustment and other fringe benefits. Career POs means the extent that an organization offers an employee a mentor to support the new job and long-term career planning (Selmer 2000). It is more related to expatriates' autonomous motivation to work. Adjustment POS is defined as the extent that an organization cares about the employee's adjustment (i.e. family members) after the job transfer (Kraimer & Wayne 2004). It includes organizational policies and practices, such as cross-cultural and language training, relocation assistance.

Motivations of expatriates have been studied broadly, however, prior researches limited the investigating factors in organizational support. Instead, the study could also examine other factors, for example, family-related variables, types of jobs, the influence of the host country environment and cultural proximity, which influence expatriates' motivation and embeddedness.

The aim of the paper is to investigate the intentions of the two types of expatriate, self-initiated and assigned expatriates, examine the corresponding motivations and find an effective way to motivate them. To be specific, the purpose of the thesis is to understand the intentions and perceptions of these two groups towards the overseas assignments and adopt effective motivation.

In a multinational company, self-initiated and assigned expatriates have a great chance to work together. Managing different expatriates, first, the management needs to know their intention of working abroad. For instance, self-initiated expatriates may want to explore and pursue adventure for their life. The corresponding motivation may be assigned challenging tasks and business trips. And for assigned expatriates, they may have family-related and relocation concerns. They might not be willing to work abroad, but they cannot reject as it was an overseas assignment by the company. Therefore, to motivate them, the company is recommended to provide relocation support for them and their families. It is important to leverage the intention and motivation in order to ensure integration and consistency in global and local markets.

Appropriate motivation to expatriates can enhance expatriates' working performance and team spirit, which is beneficial to both expatriates and company. Organizations are recommended to find ways to increase the inducement of international assignment, and at the same time, to decrease the rate of failure and early repatriation (Boies & Rothstein 2002). To set effective motivation, the intention of being expatriates must also be investigated. The research question is:

- (1) What are the intention of expatriates to work abroad and effective ways to motivate them?*

Research objectives are set to define and point out a particularized direction of the thesis. The research objectives assist in answering the research question by providing clear processes. Moreover, they help readers to understand and follow the flow of the theme. The research objectives of the thesis are set:

- (1) To identify the intentions and perceptions of assigned expatriates and self-initiated expatriates*
- (2) To investigate each type of motivation from expatriates' perspective*
- (3) To work on appropriate motivation towards different types of expatriate*

2. LITERATURE REVIEW

2.1 Assigned and Self-Initiated Expatriates

Traditional expatriation refers to organizations commencing the move to another country. AEs are employees of an organization who are sent overseas on a temporary basis to perform an international assignment or reach an organizational goal (Harrison et al. 2004). They (a) are employees relocated to work in an overseas subsidiary of the company, (b) non-citizens of the host country, (c) focus on regulative cross-border compliance for the sake of residency and employment, as well as (d) are completely supported by the business organization (McNulty & Brewster 2016). SIEs are characterized by moving from the host country to another country without being sent by a company or a supervisor, while AEs are selected by the company and initiate the move to other countries. (Presbitero & Quita 2016). Self-initiated expatriation includes moving to another country to explore a job and develop a secure career (Collings et al. 2011; Jokinen et al. 2008). The initiative of SIEs is to leave their hometown and search for employment in another country (Suutari & Brewster 2000). They seek for job opportunities overseas and determine the duration of stay individually (Doherty et al. 2013). Most of the SIEs stay in the host country for a limited yet endless period of time (Tharenou & Caulfield 2010). They have more freedom to decide whether expatriate, duration of stay and when will repatriate to the home country. Therefore, the intention of expatriation becomes a determinant in SIEs studies. (Cao et al. 2014). According to Philippine Overseas Employment Administration (2015), two years ago many of the SIEs were fresh graduates or had a few years of work experience in the Philippines. Due to economic and career-related reasons, they choose to work and relocate to foreign countries. Besides, in order to pursue an ideal career, some skilled professionals go to “first world countries” from “third world countries” (Carr et al. 2005; Castles & Miller 2010; Cottier & Sieber-Gasser 2015). These SIEs transfer their base to developed countries, for instance, the USA, Canada, the UK and Australia (Doherty 2013; Inkson & Myers 2003).

By comparing AEs with SIEs, various differences can be found between them. First of all, SIEs normally cannot get any financial compensation and less definite support from the organization for cultural and work changeover (Howe-Wash & Schyns 2010). They have to bear the expenses themselves, such as accommodation, visas and health care (Biemann & Andersen 2010). In fact, they are in need of organizational support that can enhance their career capital and build up their career (Froese & Peltokorpi 2011; Jokinen et al. 2008). In contrast to SIEs, AEs receive guidance and support from employer, from training to salary, including extra expenses and insurance (Ceric & Crawford 2016). Secondly, SIEs encounter potential obstacles to expatriation success, such as immigration policies and less knowledge of their employer than AEs (Jokinen et al. 2008). And AEs face the challenges of acculturation, not being part of the business networks in the home country and higher on-the-job and off-the-job embeddedness which connects to their home organization and community. Thirdly, the recruitment of SIEs is from the outside labor market, while AEs are recruited from the internal labor market. In terms of career management, SIEs are independent, take responsibility for their career and aggressive in reaching career goals. And AEs rely much on their employer to shape their careers and their careers are more traditional. (Ceric & Crawford 2016). Next, the duration of the expatriation of SIEs is not permanent but usually more than one year (Richardson & McKenna 2003), while AEs normally spend maximum five years (Howe-Wash & Schyns 2010). Additional research finds that SIEs and AEs are different in terms of work-related experiences. SIEs prefer posing challenges to human resource management. For instance, SIEs are more individualistic, self-reliant, self-directed and aggressive. In some occasions these characteristics are positive, however, they might make SIEs changeable and less likely to stay in an organization on a long-term basis. (Mayrhofer et al. 2008). There is one similarity between SIEs and AEs, their expectations towards the international assignment are challenging and broader work tasks, achievement of personal goals as well as improved career prospects.

Expatriate success is determined by the following criteria: (1) stay in the assignment until the end of the term; (2) adapt to living conditions in the new culture and environment and (3) perform well on the job (Aycan & Kanungo 1997). In addition, organizations also

consider retention of expatriate employees after international assignments as an important success criterion (Black & Gregersen 1991; Lazarova & Caligiuri 2001; Stroh 1995). To be specific, expatriate success can be defined in terms of expatriate adjustment, organizational commitment, job performance and intentions of assignment completion. First of all, expatriate adjustment involves three aspects, which are work, general and interaction respectively. Work adjustment means expatriates' psychological comfort with respect to job tasks of the international assignment. General adjustment is about the general living conditions and culture of the host country. And interaction adjustment is the interaction between expatriates and the host-country nationals. (Black & Stephens 1989).

Secondly, organizational commitment is described as expatriates' affective commitment to the organization and has a significant relation to turnover (Griffeth et al. 2000). Expatriates who are committed to the home company would be less likely to quit the company upon their repatriation to the home country.

Thirdly, job performance includes both task and contextual facets regarding expatriate assignments (Caligiuri 1997; Caligiuri & Day 2000). Task performance refers to whether expatriate's performance can meet the job objectives and technical aspects of the job, while contextual performance means the work performance of expatriates goes beyond specific job duties which is extremely important to perform well in an international assignment. For instance, developing good relationships with host nationals and conforming to the overseas facility's business customs (Kraimer & Wayne 2004).

Last but not least, completing the international assignment is the most basic behavioral criterion of expatriate success assessment. Expatriates at least remain on the assignment for the whole expected duration (Black 1990; Caligiuri 1997; Tung 1981).

2.2 Reasons of Working Abroad

Intentions direct behaviors, staying in the host country or relocation is recognized as a conclusive predictor of expatriates' general behaviors (Ajzen 1991). The theory of reasoned action proposed by Fishbein and Ajzen (1975) states that the theoretical rationale for the use of an intention measure. Based on this theory, attitudes anticipate behavior by the influence of intentions. Hence, attitudes can anticipate intentions that will predict behavior. It concludes that willingness to relocate is the behavioral intention that predicts the relocation decision.

Previous researches indicate that the intentions of AEs are the opportunities of career growth, professional and personal development (Doherty & Dickmann 2008; Inkson & Arthur 2001; Stahl & Cerdin 2004; Stahl et al. 2002; Suutari & Taka 2004). In the research of Singaporean managers' study, Aryee et al. (1996) investigate that career-related factors are the most contribution when explaining employees' willingness to accept the international assignment. It is applicable to both relocations in similar or dissimilar cultures. AEs focus more on career factors, such as job, skills and career impact, while SIEs put more emphasis on location as well as host country reputation (Doherty et al. 2011). In other words, the drivers for SIEs to move abroad are more related to their desire and features of that specific country, which are kinds of personal motives. Besides, desire for adventure, travel and life change are the attractions for SIEs as well (Farcas & Goncalves 2017). Moreover, Crowley-Henry (2010) states that the original intention of desire for life change is to improve lifestyle and quality of living instead of economic factors.

When it comes to accepting an international assignment, employees are normally cautious in making a decision (Alder 1986; Taillieu 1992; Weeks 1993). The concerns of family and community life, both the international and domestic relocation, would be the aspects for consideration (Boies & Rothstein 2002). Spouses who are willing to move abroad are normally older, better educated, and have a positive attitude towards the international

assignment (Brett & Stroh 1995). Therefore, spouses' willingness also influences the willingness of employees of relocation.

There are some investigations about work attitudes towards the intention formation of accepting international assignment. First, in terms of job satisfaction, Noe et al. (1988) examined that discrepancy of the ideal job and prediction would influence the intention of expatriation. Tett and Meyer (1993) propose a meta-analysis, which states that job satisfaction can tell the turnover. And job satisfaction contributes to intention. Career mobility shows a negative relationship with aspects of job satisfaction. Veiga (1983) also investigates that satisfaction with acknowledgment, promotion, and salary are negatively related to career mobility. The result indicates that different aspects of work satisfaction are important elements in predicting the willingness of work relocation. According to Kirschenbaum (1991), the relationship between dissatisfaction with the workplace and relocation intentions are positively related.

Secondly, when it comes to career satisfaction, numerous studies examine different factors that are related to career satisfaction, which means the extent that one is satisfied with the progress of their career over the lifetime. Noe and Barber (1993), as well as Aryee et al. (1996) found that career awareness, satisfaction with the company's career preparation and distance from career goals are positively related to willingness to working abroad. Career insights define as an animating element of career motivation surrounding the degree to which one has realistic anticipation, knowledge concerning strengths and weaknesses as well as specific career goals (Aryee et al. 1996). The three variables can influence career satisfaction indirectly. The more distant of one's career goals, the more dissatisfaction towards their career. However, the concepts are different that employees can still be happy with the progression of pursuing their career goals although the career goals are distant. Likewise, employees might have strong insights into their career, realistic anticipations and strong knowledge regarding strengths and weaknesses, but still not satisfied with the development of their career. In addition, satisfaction with the company's career preparation might favor to employees' career satisfaction, however, the

two concepts are not alike. (Boies 1999). And Veiga (1983) points out that fear of inactivity and career impatience positively affect the intention of mobility.

From the angle of expected satisfaction with the job characteristics in the next job, Mobley (1982) examines job satisfaction as a present-oriented construct, while turnover is future-oriented. Willingness to move abroad is future-oriented and it advises that expected future satisfaction is a predictor to think over. When the decision of accepting the international assignment is related to career, employees should also examine if the characteristics of the assignment fulfill their desire. For instance, a manager believes that he would be satisfied with the need of autonomy in the next job and also is interested in expatriation. The assumption is that the manager expects increased autonomy with the expatriation. A deeper understanding towards the identification of characteristics is needed so that organizations are able to design international assignment that considers employees' expectations. (Boies 1999). Besides, Torbiörn (1982) states that expatriates acknowledge autonomy and responsibility inherent to international assignments. Challenge is related to these elements and an essential essence of expatriation as well (Baker & Ivanevich 1971; Goman 1995). International assignment suggests more participation, task variety, and less role clarity, all of these are related to job challenge (Birdseye & Hill 1995; Naumann 1993). However, workload, decision-making participation, and discretion are predictors of employees refusing the international assignments, the intention to quit the job, location and the company (Birdseye & Hill 1995). In the survey of MBA students, Alder (1986) points out that people who are interested in traveling and learning from other cultures would like to involve in international assignments. It is an opportunity for them to have a cross-cultural experience. They mention that work itself is the second more frequent reason for accepting international assignments. They believe that being an expatriate would be interesting and challenging and in turn, they are given an opportunity for autonomy, power, responsibility, higher status and contribution to the company and society. However, expatriates might need to bear a financial burden, such as taxes and moving expenses even though their salary and fringe benefits are high (Esquenazi-Shaio 1996; Gregersen & Black 1990). Extensive research has investigated that autonomy, responsibility and job challenge are

the major essence of international assignment (Boies & Rothstein 2002). Therefore, for those employees who expect to be more satisfied with autonomy, responsibility, job challenge, traveling and learning cross culture in their next job, will be more interested in expatriation.

Finally, employees' beliefs towards the advantages of domestic versus international assignments influence their intention to accept an expatriate assignment. Relocation beliefs state the employees' perception of relocation and career development, which are the predictors of willingness to relocate domestically (Eby & Russell 1998). And Aryee et al. 1996 recommend that the strength of career-related factors and willingness of relocation depends on the degree of employees' perception towards international assignments to be career assistance. In Alders' survey (1986) of MBA students, more than 50% of the interviewees think that international career results in a more pleasant career life than a domestic career. And almost 50% of them believe an international assignment would lead to a greater status. And the rest of them consider international assignments would lead to greater recognition of work, comparing to domestic assignments. Some of them indicate that international assignment is an enhancement of their career, while the fear of an international assignment being disadvantageous to one's career is mentioned as the reasons to reject an expatriation.

According to Farcas and Goncalves (2017), the ultimate decision of moving abroad is related to the labor market situation in home country and acquisition of international experience. Dissatisfaction with professional life and negative working conditions (i.e. unfair remuneration, long working hours, difficult career progression and unchallenging tasks) cultivate the main reason for moving abroad. Moreover, international experienced expatriates are willing and looking forward to having new responsibilities in their current professional life. They are interested in knowing other cultures, learning a new language and experiencing living in a brand new environment. Other determinants, such as previous international experience, improving English speaking skills and economic situation, also affect the decision making of moving abroad. (Farcas & Goncalves 2017).

Tharenou (2008) found that the roles of gender and age affected the intention of expatriation. Men are more willing to exert themselves into expatriation while women have family concerns. The differences in intention between men and women are due to biological and physical variation, as well as the social construction of identity (Alsop et al. 2002). Besides, the role of age is also a factor affecting the intention of expatriation. The young age group has higher intentions. (Selmer & Lautung 2010).

Apart from inherent demographic factors, Presbitero and Christine (2016) utilize the Career Construction Theory and Intelligence Theory to illustrate that SIEs are eager to work overseas by using their adaptive resources to grow their careers. It is an adaptive vocational behavior which is motivated by a personal's self-regulatory capacity to prosper in another country in order to be good for the career. Career adaptability is an inherent individual-level characteristic that affects the formation of the intention of working abroad. Career adaptability indicates that "individual's resources for coping with present and predicted tasks, transitions, and traumas in their occupational roles that, to some degree large or small, alter their social integration" (Savickas & Porfeli 2012:662). There are four elements in career adaptability, which are concern, confidence, control, and curiosity. Concern means the ability to look ahead and get ready for future career; confidence is the feeling of adequacy in prevailing potential job-related restraints; control means the level of accountability and honesty that one possesses when shaping the career path and curiosity refers to the exploration of one's situation, such as future career opportunities. High level of career adaptability drives an individual to involve in expatriation regardless of the challenges of relocation. For instance, people who are highly concerned would be interested and look forward to the chance of a valuable career. Furthermore, people with a high level of confidence have the capability to forecast the restraints in their vocational development, which affects them to be eager to go after expatriation. In addition, a high level of control makes a person to be careful and accountable in framing his or her career. Ultimately, curious people are more likely to search and investigate future career opportunities in other countries. These all illustrations present that career adaptability is positively related to the intention of working overseas. (Presbitero & Quita 2017).

In order to create a positive relationship between career adaptability and the intention of expatriation, cultural intelligence works as a driver. It is a capability of an individual to achieve success in situations characterized by cultural diversity (Earley & Ang 2003). It also involves culturally-relevant capabilities and the focus of it is on social interactions and contact. The related outcomes of cultural intelligence are task performance among expatriates as well as performance effectiveness in the intercultural background. (Presbitero & Quita 2017). In the viewpoint of Intelligence Theory (Sternberg & Detterman 1986; Sternberg 1999), it emphasizes that intelligence is a facilitator for people to learn and adapt to the dynamic needs and demands for the surroundings productively. To be specific, intelligence consists of abstract reasoning, mental representation, problem-solving as well as decision making (Sternberg 1999). These capabilities ensure people to modify quickly and advance to a higher level of effectiveness regardless of the questions of the new circumstances. According to Ng et al. (2012), people who acquire a high level of cultural intelligence are more skillful in arrangement and fitting the requirements of a brand new cultural setting. By possessing cognitive, metacognitive and behavioral functions of cultural intelligence, individuals are able to conform to a new cultural environment (Earley & Ang 2003). Presbitero (2016) discovers that cultural intelligence affects people's sociocultural and psychological adaptation, especially international university students. High level of cultural intelligence leads to insightful and talented in a cultural environment. Associated with self-regulatory competency (i.e. career adaptability), raising people's interest in an expatriate career. In other words, the higher cultural intelligence the higher possibility that people would show preference and intention in pursuing an expatriate career. (Presbitero & Quita 2017).

Individuals relocate and move overseas for different kinds of reason, usually in combination. The socio-economic push-pull model can be utilized extensively to demonstrate expatriates' intentions (Massey & Espinosa 1997). Economic recessions of the home country, following host country, are treated as ordinary push factors. Meanwhile, fiscal encouragement and career growth are pull factors which lure people to move overseas to a particular host country (Farcas & Goncalves 2017). It includes organizational, career as well as self-development motives. Push factors are more related

to the motivations of skilled or unskilled foreigners' of moving abroad, while pull factors fall into the aspect of expatriates' forces. Some multinational enterprises might push their employees to accept expatriate assignment by inherently threatening career limitations, or make use of pull factors, such as monetary incentives, learning potential through enriched work as well as increased career promotion to lure employees (Miller & Cheng 1978; Tung 1998; Dickmann et al. 2008). Those pull factors employed are related to the personal agency aspect of expatriate willingness. At the same time, Dickmann et al. (2008) investigate that career-related factors, such as the potential for leadership skills development and career advancement, are the priority of AEs, followed by family factors which are the willingness of a spouse to move abroad and the educational needs of children. On the other hand, pull factors of one's desires for adventure and life change are the important factors for SIEs (Richardson & Mallon 2005). Family concerns have also become an important factor since expatriate's family influence the decision to expatriate directly and also the decision regarding the target location (Richardson 2005). Moreover, money and career are secondary factors which motivate expatriation (Richardson & Mallon 2005).

According to Cao et al. (2014), perceived organizational support (POS) is a factor influencing the intention of expatriation. Previous studies on AEs reviewed the essential role of POS on expatriation success and repatriation retention (Cao et al. 2014). It is an overall assumption of employees towards the organization appreciates their inputs and concerns regarding their well-being (Rhoades & Eisenberger 2002). Organizational support theory advises the positive relationship between POS on working behavior and attitudes. When expatriates believe the organizational support is available for assisting them to deal with work and life relocation, it would create a positive effect on their social exchanges within the organization. Expatriates might be able to pursue a pleasing career inside the organizational frame and their career management orientation might also be in the same manner as organizational goals and values. Supportive human resources practices (such as job training and organizational rewards), supportive job circumstances and work experience (such as senior support and procedural justice) can be foreseen the

POS (Rhoades & Eisenberger 2002). Consecutively, POS is positively related to job satisfaction, perceptual obligation and performance, meanwhile, negatively related to turnover intention (Rhoades et al. 2001; Rhoades & Eisenberger 2002; Allen et al. 2003).

In connection with AEs and POS, stress theories are widely used to illustrate the positive effect of POS on expatriation consequences (Kraimer & Wayne 2004). Since work and living transition, job content and employment status are not easily perceived, these changes and uncertainties would become challenges and threat to expatriates, which would make them stressful (Ashford & Taylor 1990). For instance, new culture and work role might not be clear at the beginning that leads to stress (Kahn et al. 1964; Katz & Kahn 1978). Organizational support enables expatriates to encounter the pressures arise from work and life transition (Ashford & Taylor 1990). POS is hence positively related to the outcomes of expatriation, which are an expatriate adjustment, the intention of international assignment completion and job performance (Shaffer et al. 1999; Kraimer et al. 2001; Kraimer & Wayne 2004). According to Kramier and Wayne (2004), organizational support of general adjustment, career, and financial support are advantageous to expatriates working abroad. In contrast to AEs, SIEs depend on personal resources and support for the transition and adjustment of struggles at work and daily lives (Howe-Walsh & Schyns 2010). If SIEs could receive organizational support to get rid of the problem at work and everyday life, it would help them in social exchanges with the organization that they are working in (Forese & Peltokorpi 2011). It would create a win-win situation that both work and non-work-related expatriation outcomes receive positive effect, for instance, job satisfaction and embeddedness in the host country (Rhoades & Eisenberger 2002; Tharenou & Caufield 2010). These positive consequences created by POS influence SIEs' intention of working abroad. However, if expatriates receive much POS and have a satisfying career development, the professional experience and development equip them with a higher level of career stage and position. It makes them being attractive to other MNCs or they gather enough career capital for own entrepreneurial plan, which in turn increase the probability of leaving their current companies. (Cao et al. 2014) This becomes one of the concerns of organization that input too much support and resources to expatriates.

Cao et al. (2014) show illustrate that career satisfaction is related to POS and intention to stay in the host country. Career satisfaction means the subjective reflection and evaluation of an individual towards the career development across different dimensions (Heslin 2005). The level of career satisfaction is determined by the number of goals attained (Judge et al. 1995). POS is perceived as a capable predictor of career satisfaction since it assists the progress of individual career goal achievement (Cable & DeRue 2002). Previous researches indicate that SIEs have inherent career motivations and personal goals to attain, therefore, POS would facilitate them in pursuing their career goals (Doherty et al. 2011). A high level of career and adjustment-related POS are meant to assist SIEs in goal achievement and positively affect their career satisfaction. Besides, career development and professional opportunities are motives for SIEs to consider expatriation.

2.3 How to Motivate Employees

An interesting finding of motivating employees at work is that the things making employees satisfied and motivated on the job are two separate things that make them dissatisfied. For instance, employees usually unhappy at work which is about an annoying supervisor, a low salary, an uncomfortable working environment or irrelevant regulations. Workers are motivated by engaging work, challenge as well as autonomy. (Herzberg 1968).

Effective performance appraisal is considered as a common tool to motivate, control and manage the future performance of employees in America and Europe (DeNisi & Pritchard 2006). Employees assume they are doing well in work if they do not get any feedback from managers and result in unanticipated problems. Nobody would like to be ignored or unappreciated. (Saxby 2007). Appraisal here is not talking about traditional supervisory appraisals, but multisource appraisals. Multisource appraisals from self, colleagues, customers and other sources can be perceived as more accurate and fair, which leads to

higher levels of satisfaction and motivation to improve performance. Appraisal effectiveness is based on the reactions from employees to perceived employee fairness, accuracy and satisfaction, and these elements can motivate employees for better performance (Taylor et al. 1995; Roberson & Stewart 2006). In other words, performance appraisal serves as a technique for giving feedback which brings about enhanced performance (Selvarajan & Cloninger 2012). Determining the factors related to performance appraisal systems is important since it would evoke employees' positive reactions towards performance appraisal which in sequence can motivate employees to improve performance. (Selvarajan & Cloninger 2012). Previous research also shows that the characteristics of performance appraisal, such as appraisal purpose and source, can motivate employees for better performance by stimulating their positive reactions to performance appraisal (DeNisi & Pritchard 2006). Perceived accuracy of appraisals and employee perception of fairness are measures of appraisal effectiveness which are related to appraisal outcomes (Cardy & Dobbins 1994; Nathan et al. 1991; Taylor et al. 1995). Perceived accuracy of appraisals is related to appraisal satisfaction and motivation to improve performance (Taylor et al. 1995; Findley et al. 2000; Wood & Marshall 2008; Selvarajan & Cloninger 2009). In addition, employee perception of fairness contains three scopes, distributive, procedural and interactional fairness respectively (Colquitt et al. 2001). Distributive fairness represents the justice of the distribution of consequences (Greenberg 1986). In performance appraisal, distributive fairness means the perceived fairness of performance ratings received by employees. Procedural fairness emphasizes the legitimacy of the process in deciding the outcomes (Thibaut & Walker 1975; Folger et al. 1992). And interactional fairness is related to the quality of interpersonal treatment that employees obtain during the performance appraisal process (Bies 2001). In the meta-analysis, the perception of fairness is resulted in enhancing job satisfaction and performance (Colquitt et al. 2001). Employee satisfaction with the appraisal system is essential to appraisal feedback.

Appraisals bring about award and punishment to employees. Appropriate rewards can motivate employees effectively. Companies which concern about budgeting for rewards have to understand that recognition does not need to be monetary. The single most

essential reward is praise and acknowledgment. Likewise, material rewards are meaningful to employees. Managers should be able to identify what motivates employees and adjust the rewards around individuals. (Saxby 2007). But what is the interpretation of “appropriate rewards”? It can be explained by several points. First, personal rewards are more encouraging than organizational rewards. Employees are more easily to be motivated when the compensations reward them personally. Most employees are less encouraged by actions that benefit the credit union as a whole and more encouraged when the actions benefit themselves. Most people are interested in things that influence them personally and directly. (Rissel 2010). Therefore, personal rewards are more effective than organizational rewards in encouraging employees.

Secondly, certain rewards can motivate employees. Employees are less inspired by uncertain rewards. For instance, reaching USD10,000 sales revenue this year, the employee will get a bonus of USD1,000 or whichever branch manager reaches the sales revenue to USD10,000 will receive a bonus of USD1,000. The latter scenario implies that the branch manager pulls ahead in the competition which other employees are not able to win, therefore, they would quit the contest. (Rissel 2010).

Employees motivate themselves to achieve awards that are immediate instead of delayed, given that the reward is no different. The normal practice of most companies to give performance bonuses is until the end of the year so that companies are able to calculate the actual earnings. The time of receiving the rewards and the actions that create the reward are important to employees. The longer time between the rewards are received and the activity that caused it, the less correlation there is between the two and less motivation. Therefore, from the viewpoint of employees, breaking down the bonus quarterly is the most effective way to motivate them. (Rissel 2010).

The quantity of rewards is perceived as the effectiveness of motivation. People by nature always want more, especially compensation. Proper award amount is useful in motivating

employees. But what is the proper award amount? It is a core question for management to ask from employees. Improper award amount can ruin a program. Therefore, setting appropriate and correct award amount facilitate the progression of a program. (Rissel 2010).

Employees would like to be recognized publicly. They prefer public rewards instead of private rewards. Public reward is a recognition of an employee, representing their excellent performance. It shows other employees how good he or she performs and overrides all the others. Moreover, it is a useful and effective way to motivate employees to perform better next time. (Rissel 2010). Public reward is especially practical if employees like to be the spotlight. They would perform harder next time in order to get everyone's attention.

Different companies have their own practices to motivate employee performance. First of all, companies evaluate the physical work environment. Providing proper tools for employees to do their jobs and listening to feedbacks about the office ways to examine the working environment and to show the care to employees as individuals. Secondly, set a clear vision of company objectives and make sure everyone in the company understands the vision. It is important to know that a clear and common vision can bring employees together and strive for the same target. Following that, both short-term and long-term department goals have to be specific and flexible. Also, goals should be reviewed at least once a month in order to ensure employees fully understand what is expected of them and accomplish them easier and better. Besides, regular training can motivate employees in work. They can learn more about their professions. It is a method for organizations to support behavioral change for their staff. Sharing of information can also motivate employee performance. More information is better than less. Information such as budgets, projects and challenges should be kept them in the know. As a result, employees know what they are doing for the company and create loyalty. Regarding interpersonal relationship, management level of a company is recommended to take a personal interest in employees. Building a good relationship with subordinates can share their concerns,

difficulties and support their efforts to solve problems, which can motivate employee performance and social network. Lastly, giving autonomy to employees is an effective way to motivate their work performance. For instance, the supervisor can empower employees to initiate a project or a task. Employees are able to demonstrate an ownership attitude in their work and bear the responsibility to initiate and carry out a project. It allows them to create self-motivation and act like a boss. (Saxby 2007).

2.4 How to Motivate Expatriates

The usual motivations of AEs are mostly regarding the opportunities of career development, professional and personal development (Doherty & Dickmann 2008; Inkson & Arthur 2001; Stahl & Cerdin 2004; Stahl et al. 2002; Suutari & Taka 2004). AEs pay extra attention to career factors, for instance, job, skills and career impact, while SIEs relatively focus on the location and host country reputation (Doherty et al. 2011). This also cultivates the intention of moving abroad for SIEs. A specific country and its characteristics would affect the desire of SIEs to work overseas. Therefore, to a certain extent, intention and motivation of expatriates are interrelated. Besides that, some studies (Myers & Pringle 2005; Richardson & Mallon 2005; Richardson & McKenna 2003) show that desire for adventure, travel and life change are the motivations which direct SIE to expatriation. Crowley-Henry (2010) emphasizes that life change represents an ability to improve individual's lifestyle and quality of living, instead of economic causes. Thorn also (2009) reveals that cultural and careers factors are the motivational drivers of SIEs. Cultural factors such as travel opportunities and the potential to experience a foreign culture are the most concerned part of SIEs. However, family and financial concerns are ranked at the second place.

Cross-cultural adaptation refers to the procedures and consequences following one moving abroad to unexpected cultural circumstances. (Harrison et al. 2004). Cross-cultural adaptation would influence expatriates' motivation working in another country.

SIEs and AEs are required to adjust themselves to cope with minor changes in their lives. Between SIEs and AEs, according to Peltokorpi and Froese (2009), SIEs are more adaptable than AEs in the aspects of general and interaction adaptation. Black (1988) asserts that general adaptation indicates the extent of the psychological comfort of expatriates relevant to various forms of the host country situations, for example, climate, accommodation, food as well as health care. On the other hand, interaction adaptation assesses the achievement of expatriates in developing relationships with the locals. Apart from these two features, expatriates also confront different performance standards, expectations and work values which are other surfaces in cross-cultural adaptation. Both SIEs and AEs encounter difficulties and problems in work adaptation. However, by comparing SIEs with AEs, SIEs are less demanding and more willing than AEs to compete local behaviors for settling problems. (Black 1988). In the cross-cultural adaptation, poor host country language skill is recognized as a barrier in general and interaction adaptation since English is an international language and enough for interaction in international working environments (Froese 2012). Moreover, family and spouse adaptation, duration of stay and proposed duration of stay overseas affect general adaptation (Caligiuri et al. 1998; Black & Mendenhall 1990; Froese 2012). For both family and spouse of SIEs and AEs, the shorter duration of stay, the higher level of general adaptation. To be specific, they are more likely to fascinate the general adaptation.

SIEs are typically recognized as domestic employees in companies and encounter culture-related challenges during their career development by themselves (Howe-Walsh & Schyns 2010). Therefore, broad career networks would be perceived as motivation for SIEs in an international assignment. Career networks with host country nationals are helpful informational and emotional support to SIEs, which assist them in behavioral standards and thinking patterns for adapting living and working culture in the host country (Mäkelä & Suutari 2009). SIEs are capable to broaden their horizon in career aspect and obtain career perceptions and opportunities which can advance their career satisfaction (Cao et al. 2012). Career networks allow SIEs to acquire various origins of social support in career development and not heavily rely on organizational support. (Cao et al. 2014). Apart from career networks, social networks are also crucial to expatriates and stimulate

their international assignment success. In accordance with social capital theory, social ties provide assistance, such as financial and material benefits, emotional support, task assistance, information, visibility, legitimacy, and sponsorship in a social system (Seibert et al. 2001).

From the perspective of self-determination theory, it divides motivation into two types, autonomous motivation, and controlled motivation. Autonomous motivation expresses that an individual performs with determination and adoption, and controlled motivation indicates that an individual engages in actions under stress or to assert control. (Deci et al. 1999). Self-determination theory determines that autonomous motivation supports optimal employee functioning, for instance, effort, persistence, performance, prosocial behaviors and diverse indices of psychological well-being, while controlled motivation supports sub-optimal outcomes (Philippe & Vallerand 2008; Weinstein et al. 2010; Weinstein & Ryan 2010; Deci & Ryan 2008). Employees who are autonomously motivated have internalized the values and behaviors supported as related to the behavior, while controlled motivation such internalization has not employed. Therefore, autonomous motivation is helpful to optimal performance since such motivation exactly mirrors the values and interests of an individual's true self, allowing a person to completely share in the activity and to focus on the task. (Roelofs 2010; Wilding et al. 2007). It is similar to intrinsic motivation which means satisfying people's basic psychological needs for capability and autonomy. Also, autonomous motivation includes extrinsically motivated behaviors. By doing a specific activity, expatriates are rewarded or socially approved. On the other hand, since controlled motivation is not aligned with an individual's values and interests, it results in low performance which prohibits employees from focusing on the activity. Actually, controlled motivation should be negatively related to performance since employees' focus is directed by approval and rewards. And controlled motivation leads to active engagement of lower quality (Mouratidis & Michou 2011; Pelletier et al. 2001).

Perceived organizational support (POS) is a reflection of the stability of the psychological contract between the organization and expatriates (Guzzo et al. 1994). It is defined as the global beliefs of employees that the company values their contributions and cares about their well-being (Eisenberger et al. 1986). Organizational support theory assumes that employees interpret the degree to which the company cares about their well-being via different policies, practices and operations. Employees would compensate such support with greater loyalty and better performance (Rhoades & Eisenberger 2002). POS has been proofed that it is positively related to expatriates' adjustment to the country and work (Kraimer et al. 2001), organizational commitment (Guzzo et al. 1994) as well as intentions to stay in the assignment (Shaffer et al. 2001). POS is a major element of social support and breaks up into three dimensions of POS, which are financial, career and adjustment, play an important role in motivation.

Firstly, financial POS illustrate the care about employee's financial needs and rewards of their contribution by diverse forms of compensation and employment benefits from an organization (Kraimer & Wayne 2004). Expatriates can benefit from assignment bonus, cost-of-living adjustment, and other fringe benefits according to their professional qualifications and accordance with local employees (Chen & Shaffer 2017).

Secondly, career POS indicates the degree of care about employees' career needs from the organization (Kraimer & Wayne 2004). Autonomous motivation to work would be enhanced when organizations consider employees' career goals and perceptions and give signals to them when they decide the career paths (Chen & Shaffer 2017). To be specific, training programs are meant to strengthen employees' autonomous work motivation (Salmela-Aro et al. 2012). Career POS is positively related to work adjustment. It means when MNCs pay little attention to the career goals and passion of expatriates, the adaptation process would be negatively affected. (Kawai & Strange 2014).

Last but not least, adjustment POS means the degree that a company cares about expatriates' adjustment after job transition (Kraimer & Wayne 2004). Relocation package is a common POS for expatriates, which include cross-cultural training, language training and relocation assistance. It lessens the actual transition and adjustment to different community and workplace (Waxin & Panaccio 2005). The purpose of adjustment POS is to assist expatriates and their families to get used to the job and foreign society in order to reduce the perceived difficulties for working and living abroad. In turn, it can motivate expatriates to more autonomously work abroad. (Chen & Shaffer 2017). On-site mentoring programs play a vital role in intensifying knowledge sharing as well as job performance (Carragher et al. 2008). It facilitates the ability of expatriates to become socialized in the new working environment in international assignments (Feldman & Bolino 1999). Close mentoring relationship can strengthen the connection between the organization and expatriate employees, which can increase job involvement and work motivation (Kawai & Strange 2014).

According to self-determination theory, although the motivation level is high, it does not necessarily lead to better consequence if the motivation is controlled instead of autonomous. Autonomous motivation is positively related to job satisfaction and organizational commitment (Gillet et al. 2013a; Graves & Luciano 2013; Bo 2013). In addition, controlled motivation is found to negatively related to job satisfaction (Gillet et al. 2013; Salinas-jimenez et al. 2010). Researches also show that autonomous motivation can strengthen expatriates; positive attitudes (e.g. enjoyment and happiness) and expatriates can obtain extra resources to concentrate on goal seeking, proactive and adaptive coping (Gillet et al. 2013b; Miquelon & Vallerand 2006; Hortop et al. 2013; Ntoumanis et al. 2014; Parker et al. 2010). Autonomously motivated expatriates would have more energy and resources to adjust themselves to the working and living environments, widen their social networks and extend interpersonal relationships both in the companies and communities. Therefore, we can conclude that in terms of POS, financial and career POS are positively related to organizational embeddedness, while adjustment POS affects both organizational and community embeddedness (Chen & Shaffer 2017).

POS generates employees' organizational commitment. Affective commitment describes the extent that an employee has an emotional binding to the organization (Allen & Meyer 1990). It reflects the level of intense engagement in work attitudes. Besides, it facilitates companies to meet the strategic and financial goals and hence promote circumstantial performance (Kraimer & Wayne 2004). Employees' affective commitment to the organization can be enhanced by organizational socialization, training, social and logistic support offered by the company (Aycan 1997). In return, employees would be more committed to the organizational strategy, mission, vision and responsible for the corporate identity as to compensate for organizational support benefits. Career POS has a recognizable influence on commitment to the home company while finance POS helps commitment to the host company. (Kawai & Strange 2014). Career POS decides affective commitment to the organization. It facilitates the formation of expatriates' obligation and emotional connection. In accordance with social exchange aspect, expatriates participate in the organization's activities to repay for the care and responsibility for future career advancement. The parent company can lessen expatriates' career-related concerns and evaluate comprehensively the significance of fit between career supporting systems and expatriate performance at the individual level. (Kawai & Strange 2014). Research shows that affective commitment demonstrates a positive influence on overall job performance, by Podsakoff and MacKinzie's five-item in-role job performance indicator (Takeuchi et al. 2009). In addition, using meta-level analyses of the outcomes of multidimensional commitment, the finding illustrates that the development of affective commitment is positively related to employee self-report of overall job satisfaction (Meyer et al. 2002).

Another motivational factor is the geographical proximity of the organizational entity providing the support. Support from both organizational units of home and host countries can also recognize as the motivation of working abroad. Expatriates are in a dual employment relationship, including psychological contracts with both the parent and the subsidiary organization. (Laken et al. 2016). When these two organizational units provide assistance would create commitment between expatriates and organizations and adjustment of expatriates (Liu & Ipe 2010; Kraimer et al. 2001). Supervisor support has certain effects on the satisfaction, commitment, and retention of expatriates. According

to Benson and Pattie (2009), the assistance from the subsidiary supervisors is a benefit to adjustment and retention of expatriates. Meanwhile, home supervisors affect the performance and career success of expatriates. Another support is from mentoring. Normally, subsidiary mentors provide emotional support, while home mentors help with career and psychological aspects. (Laken et al. 2016). Psychological and emotional support is especially essential before and the commencement of the expatriation. Since expatriates would have the feeling of insecurity and uncertainty towards the international assignment, appropriate assistance and consulting can be the motivation for them to continue the overseas mission.

Not only the support from the organization is meaningful and essential to expatriates, support from organizational members is also a source of motivation. Organizational members are different in terms of proximity to the expatriate with reference to organizational hierarchy, geographical proximity, situational context as well as cultural likeness (Laken et al. 2016). However, the hierarchical distance might affect the value of social support. For instance, when managers provide help on a daily basis, it can be perceived as part of their responsibility. On the other hand, the assistance from colleagues is not that often but on a voluntary basis (Ng & Sorensen 2008). The type of social support can be influenced by the hierarchical level of the source. Besides, organizational members who are in different geographical locations, employment status, and cultural backgrounds would affect the degree of social support. Two different geographical locations influence the interaction, either face-to-face or virtual (Altman & Taylor 1973; Claus et al. 2015). Furthermore, not all organizational members have the experience of international assignment or are currently working abroad, which is difficult for them to share and provide help (Johnson et al. 2003). Moreover, diverse culture standard and assessment creates distance between human beings, such as unclearness in conversation, which affect the provision of social support (Aycan et al. 2000; Feldman & Bolino 1999; Gudykunst & Nishida 2001; House et al. 2004; Peltokorpi 2007; Sias et al. 2008).

Richardson and McKenna (2002) explore four types of reasons for SIE to work abroad, namely explorer, mercenary, architect and refugee. Explorers are described by their desire for adventure, travel and experiencing a new culture. They can be motivated by adventure and travelling desires (Richardson & McKenna 2002). Explorer SIE would have a good opportunity of experiencing a high job satisfaction because of control of destination. The motives to work abroad consist of three facets: desire to see more of the world, search for new experience and desire for adventure as well as challenges (Selmer & Luring 2012). Mercenaries are concentrated on financial and economic benefit. They are willing to relocate in a new country regardless of the difficulties in order to earn and save money (Richardson & McKenna 2002). This may be related to supporting their families. Architects are focused on strengthening their career expectation. Architect reason for expatriation is positively influenced on work performance, work effectiveness and job satisfaction (Mahpar et al. 2015). Refugees are stimulated by their desire to run off their current circumstances, such as restructuring at work, and to pursue an improved personal and professional life. (Richardson & McKenna 2003). Refugee reasons for expatriates are negatively related to work adjustment (Selmer & Luring 2013). Due to a push factor that motivate expatriates to leave their home countries, refugee reasons for expatriation are negatively related to work performance, work effectiveness and job satisfaction (Selmer & Luring 2012). Push factors are related to socio-psychological needs which affect expatriates to travel abroad, while pull factors refer to something attract expatriates to a specific destination (Dann 1981; Jang et al.2009). These four motivators are recognized as motivations which direct SIEs behaviors and decisions. Four different groups of SIEs have been divided into cognitive driven and affect-driven. Cognitive-driven means the action taken as an instrument toward to goal, while affect-driven refers to the actions as a goal itself. (Selmer & Luring 2013). The decision of expatriation making by architects and mercenaries is more cognitive form, at the same time, explorers and refugees make a more affective forms of expatriation decision.

Goal-setting theory of motivation illustrates that sensible goals influence action (Locke & Latham 2002; Locke 1996). It states that intention to attain a goal is the source of an individual's motivation. However, motivation does not lead to expatriation. According to

the goal-setting theory, SIE's behavior would be influenced by expatriation goals if SIE is committed to attaining them. The extent of commitment and self-efficacy are determined by the priority of SIEs treating them and their belief (Locke & Latham 2006). Moreover, SIEs themselves have to set applicable strategies in order to achieve their goals. (Ceric & Crawford 2016).

3. METHODOLOGY

Research methodology is an inclusive strategy that illustrates the choice and use of particular methods for the predicted consequences (Crotty 1998). And the choice of research methodology is according to the type and features of the research problem (Noor 2008).

Primary data collection is an essential phase of research papers. A proper approach guarantees the qualitative data are collected in an objective and dependable manner. The qualitative research approach was chosen for data collection. It is considered to be applicable to investigate a new field of study and speculate noticeable issues (Corbin 2008; Creswell & Poth 2007). There are various types of qualitative research method. All of them allow researchers to develop a deep and extensive understanding regarding the issues by means of textual interpretation. The most common types of research method are interviewing and observation. (Creswell & Poth 2007). In this research paper, interviewing is selected for data collection in order to examine interviewees' intention and motivation towards international assignments.

Interviewing is the most common format of data collection in qualitative research. Qualitative interview is a framework that the practices and standards are recorded, achieved, challenged and supported (Oakley 1998). Qualitative research interviews consist of information and facts collection, stories discovery and learning about meanings, emotions, experiences, and relationships (Rossetto 2014). Research interview typically has structure, the most common types of qualitative interview are semi-structured, lightly structured and in-depth (Mason 1994). A semi-structured interview allows interviewees to investigate issues farther the original question scope (Kothari 2004). Consequently, the intentions and motivations of expatriates will be collected from the interviewed expatriates. To investigate the practicality of the proposed theoretical framework of motivations, particularly qualitative methods can yield information about the intentions

of expatriates and how they could be motivated for better work performance. Another type of qualitative research interview is an unstructured interview. It usually appears in long-term fieldwork and interviewees are allowed to express in their own styles and pace with minimum responses (Corbin 2003). Unstructured interview is a way to collect data by observation and field notes record as well as being part of study participants. It is similar to a conversation instead of an interview.

3.1 Semi-Structured Interviews

Semi-structured interviews are more in-depth as interviewees are required to answer pre-set open-ended questions. A list of questions is prepared for a semi-structured interview. It is based on a semi-structured interview guide which is a simplified presentation of questions and explored by the interviewer. Questions in the interview guide consist of the core questions and other sub-questions related to the research question. Recording of the interviews sometimes is needed in order to capture the interview data more completely. It helps the interviewer to more focus on the interview content and the verbal prompts. (Jamshed 2014). Semi-structured interviews are to gather opinions, perceptions and attitudes. Interviews are to gather factual material and data, for instance, descriptions of processes. (Harrell & Bradley 2009). Detailed information can be collected by asking open questions, for instance, what were the reasons driving interviewees to work abroad? During semi-structured interviews, researchers can delve deeply into a topic and understand thoroughly the answers provided (Harrell & Bradley 2009).

3.2 Data Selection

Selected interviewees, either assigned expatriates or self-initiated expatriates, should meet the following criterion: first, interviewees have at least one-time experience of

working abroad, no matter currently or in the past, assigned expatriates or self-initiated expatriates. Participants who were willing to participate in the research responded via the provided email, and a date agreed to conducting the interview via Skype or face-to-face. Prior to conducting the interviews, a semi-structured guide was distributed to the interviewees. If they consented to answer the questions in the document, the date and contact details would be provided for further follow-up. The semi-structured guide was composed of three sections: (a) clarification of the objective of the study; (b) questions about the participants themselves (i.e. gender, age, working company and place, job title, hometown, family status, the duration of expatriation and the number of expatriation they have had), main reasons of working abroad, concerns and expectations towards the international assignment, motivation of working overseas, company assistance on expatriation and improvement of company support; and (c) allowing respondents to add any extra information. Interviews were predominantly carried out in the interviewee's native language to guarantee that every single interview partner was able to communicate in the most comfortable way. Only the interviews with the Indian expatriates were held in English.

Interviews were conducted from August 2017 to November 2017. All the interviewees were either assigned expatriates or self-initiated expatriates. And for all the interviewees, they had only one-time experience in an international assignment which fulfilled the criterion of the data selection. Interview data were collected from three self-initiated expatriates and six assigned expatriates working in multinational corporations. Gender was measured as below chart, only one woman among the interviews and others were male (Figure 1). As illustrated in Figure 2, the nine interviewed expatriates originated from two different countries which were Hong Kong and India. And they were working in Singapore, the US as well as Finland respectively. These nationalities allowed for insights from Asia, working in Asia and Western countries. As such, this study claims to be cross-cultural in nature. The interviewed expatriates were between 25 and 50 years old, lived in partnerships or have been married, and had one to three children. All of them has only tried once in an international assignment. The interview partners were employed in

various different industries, such as engineering, media, sociology and technology, allowing greatest differentiation of the sample as also required by Agar (1996).

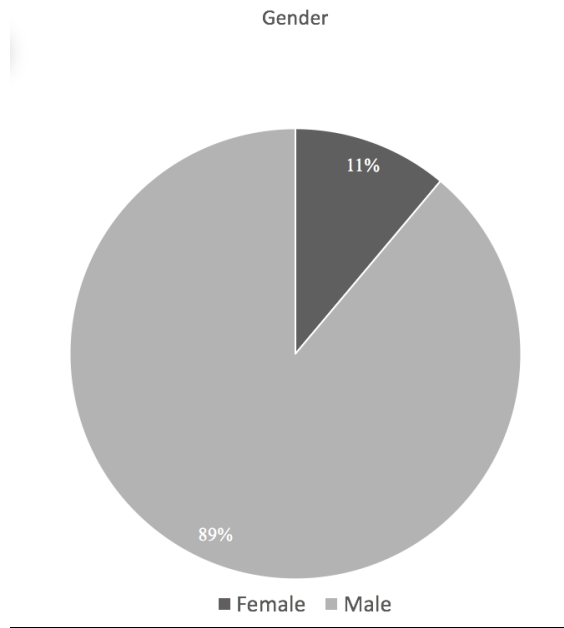


Figure1. Gender distribution

Nationality	Age	Position	Type of expatriate	Duration of expatriation (years)
Hong Kong	26	Coordinator/ Associate	SIE	3
Hong Kong	25	Software Engineer	SIE	1.5
Indian	39	Design Manager	AE	4
Indian	41	Design Manager	AE	9
Indian	47	Business Development Manager	AE	3
Indian	46	Media Manager	AE	4
Indian	50	Vibration Expert	SIE	4

Indian	42	Global Product Manager	AE	3
<hr/>				
Indian	44	Business Development Manager	AE	3

Figure 2. Overview of interviewees

3.2.1 Company Introduction

In this study, participants were expatriates from different organizations, which are Wärtsilä, ABB, Google, and Yamaha respectively.

Wärtsilä is a Finnish corporation and a leading supplier of power plants for the decentralized power generation market. It is the main provider of ship machinery, propulsion as well as maneuvering solutions. There are three major businesses, which are energy solutions (energy market), marine solutions (marine market) and services (supporting both energy and marine markets). It employs over 18,000 workers in more than 70 countries, which is a well-known MNC. Wärtsilä operates all over the world, but the marine solutions division is mainly concentrated on Asia. (Wärtsilä 2017).

ABB is based in Switzerland and a global leader in industrial technology. It operates in four global divisions, which are robotics and motion, power, heavy electrical equipment as well as industrial automation technology respectively. It works with utility, industry, transportation and infrastructure customers in industrial digitalization in about 100 countries. ABB employs 136,000 workers in around 100 countries, which is a famous MNC in technology. (ABB 2017).

Google is an American technology company specializing in Internet-related services and products. It operates in online advertising technology, search, cloud computing, software as well as hardware areas. Google employs around 75,000 employees, which is a worldwide company serving people all around the world. (Google 2017).

Yamaha is a Japanese corporation and a major leader in piano manufacturing. It provides a wide range of products and services. The primary business of Yamaha is musical instruments, audio equipment, and other electronic devices. It employs more than 20,000 workers all over the world. (Yamaha 2017).

3.3 Validity and Reliability of the Study

Validity and reliability refer to the quality and credibility of the research. These two elements guarantee the accuracy of the research. A good research design can lessen the possibility of getting wrong answers and maintain the consistency in the measurements. (Saunders et al. 2007).

Reliability means the degree to which the data collection techniques or analysis procedures would generate consistent results (Saunders et al. 2007). When drafting the research design, three main questions have to bear in mind: (1) will the same findings be investigated on other occasions? (2) will other observers examine similar investigations? (3) Is there transparency when collecting the primary data? (Easterby-Smith et al. 2002). Robson (2002) proposes four possible threats to reliability, which are particular error, participant bias, observer error, and observer bias. In order to reduce participant error in collecting the data, participants were free to select a time for interviews. They were more willing to open their ideas when the interview was conducted at a more “neutral” time. Besides, to minimize participant bias, anonymity would be used during the whole interview and data analysis. Interviewees did not have to worry about the employment insecurity. Additionally, in order to reduce observer error, an organized and planned

structure of the interview questions was introduced to direct the interview and lessen the threat to reliability.

Validity refers to the findings that are really about what they emerge to be about. Validity can be divided into two types. Internal validity means the extent to which the research design measures what it determines to measure. And external validity means the consistency of the findings investigated by other researchers. (Saunders et al. 2007). The interview questions in this study were designed based on previous studies on the same issue to increase internal validity of the study. In addition, it was carefully formulated and translated Cantonese to maintain clear understanding of the questions by interviewees. Therefore, the answers provided by Hong Kong expatriates are assumed to be as accurate as possible.

External validity refers to the degree to which the research findings are generalizable. On the other hand, it means if the findings can be equally applicable to other research settings or not. (Saunders et al. 2007). Due to a small sample size of the study and narrow types of industry field, the generalizations should be cautiously interpreted. Moreover, by reason of time constraints and scarce resources, the findings of the study have to be generalized with attention. The purpose of the research is to explore and discover appropriate motivation methods for expatriates. Therefore, developing new theoretical conclusions based on the analysis of the specific cases is possible. Subsequently, the findings of this research can provide a framework of effective motivation methods of expatriates for MNCs that can be tested and further studied.

4. RESULTS

During the research, three self-initiated expatriates (SIE) who were working in Singapore, New York, and Finland respectively and six assigned expatriates (AE) who were all working in Finland were interviewed. The work experience of interviewed AEs was more than 20 years. They were expert in the field of industry. For the SIEs, they were relatively younger and the work experience was less than 10 years. During the interview, they all showed their passion and satisfied with the job they were working currently.

Among the interviewees, SIEs were all younger than AEs. SIEs started the expatriate assignments at the 20s while AEs were normally 40s when they accepted the international assignment. Since SIEs would like to explore the world and gain international experience, they usually have this thought when they are young, like when they are the 20s. They think that they still have time in their lives and do something different to enrich their lives. However, AEs are the organizational expatriates. The reasons why the organization assigned them as an expatriate and work in the foreign subsidiary or the headquarter are due to their work experience and satisfied job performance. Experienced employees receive a higher chance to get the offer of an international assignment. They are more experienced in both job and life. Organizations prefer sending this kind of employees to work abroad and gain more knowledge in their lifetime.

4.1 Intentions of Working Abroad

When asked about the main reasons for working abroad, both SIEs and AEs mentioned the job-related reasons. 78% of respondents reported that career development, advanced technology, know-how, learning prospect, challenges at work as well as professional

growth are attractive for them to work overseas. That is the main reason attracting him to accept the international assignment. For those who were working for Finnish corporations, the main driver motivating them to be an expatriate was to work in the headquarter. As they mentioned, all technology, know-how as well as expertise were present in the headquarter. It would be definitely a precious opportunity to work in company base. What employees experienced in the headquarters would be never encountered in regional offices. Through international assignments, they can learn the authentic practices at work. When they back to their home country, they are qualified and able to teach other colleagues the know-how which can get the things done more efficiently and effectively. One AE pointed that working in headquarter could widen his horizon in business. Since the unit in India was a regional focus feeder factory whereas the unit in Finland was a global focus feeder factory. The scale of regional-based was much smaller than a global based. And the customer pool was totally different which was over 70 countries versus only Indian.

Advanced technology is more mature in the US instead of Hong Kong. There is no big engineering office in HK. And most of the technology companies are doing sales business, not pure engineering. And I wanted to work in big and multinational corporation. It would help my career development. (Tommy, Hong Kong)

Basically I wanted to learn more of the job that I was doing. I thought that Finland has more expertise and learning prospect, prospect to learn more. (Patil, India)

The main driver was to grow professionally. ABB Unit in India is a Regional Focus Feeder Factory whereas unit in Vaasa is Global Focus Feeder Factory. I am now supporting business in more than 70 countries instead of serving only Indian customers. (Paresh, India)

One interviewed SIE stated that that working overseas can widen the horizon, experience and explore the adventure. The Hong Kong girl emphasized that when people were young, especially fresh graduates and young adults, they always had the passion and were brave enough to explore the world as they were willing to stepping out the comfort zone. But to those married people, they had to bear the burden of taking care of their family which was not easy to give up what they had currently and relocated to another country to start again.

After studying the Bachelor degree, I had not much working experience and was still young. Therefore, I would like to explore more and start an adventure in my life. And I think that after working for a few years in Hong Kong, I would not have the courage to step out of my comfort zone and when you are getting older, you are not brave enough to go out. (Jasmie, Hong Kong)

45% of respondents would like to pursue a better life and standard of living for themselves and their family in another country, such as Finland. They explained that work-life balance was emphasized in Western countries. They could enjoy peace of life when they worked there. One interesting finding during the interview was from an Indian AE, he said that the intention of working abroad was due to the location of the office in India. He took more than one hour to the office and another one hour back home. Work-life was not balanced indeed which made him a busy family life. Therefore, his family agreed on the arrangement from the company and relocated to Finland in order to start a new life.

The location of office in India was quite far from my place, spending more than one hour back and forth. I woke up at 7am. and went back at 9pm. When I came back home, the children were sleeping. The family life was completely busy. And most of the time I was traveling outside the place where I was working, hence, work-life was not balanced. I was not doing any piece of mind. When I got this an apportionment as an expatriate to go to Finland and work, I liked that. And my family also liked that, coming over and staying here. (Shivanand, India)

For the SIE who is now still working in New York, he is a software engineer. From his point of view, advanced technology is more mature in the US and there is no big engineering office in Hong Kong. Even Hong Kong has a few engineering offices, mostly involve sales business instead of pure engineering. This was the main reason why he chose New York as the expatriation destination.

However, more than 50% of interviewees had concerns towards the international assignment. Discrimination, cultural difference, different social life, relationship with partners and languages were the main worries of expatriates. Besides, father expatriates also worried about the difference of education system between India and Finland. When

the expatriation suspends, they concern their children would not be able to catch up the education standard in India. Apart the concern for their children, concern for themselves could not be ignored. The living place of one SIE was in the suburb, he worried the complication of transportation would affect the accessibility. For the rest who did not show any concerns towards the expatriation, as they knew the host company assigned employees from the same country. Therefore, they were not anxious of the language and practices. Among the expectations from the respondents, almost all of them were looking forward to better education, better medical, more salary, more benefits for themselves and their family.

My concerns were the culture difference, whether we would be discriminated (Asian come to Europe). You know, everything is different for the whole country. (Patil, India)

Another concern is that Mountain View is in the suburb. I had to learn driving since I didn't have a driving license. Therefore, I requested to work in New York. Living style is not my concern since Tokyo and New York are both big cities which are quite similar to Hong Kong. (Tommy, Hong Kong)

No concern at all. My boss was the same. The contract I signed was a 2-year contract. Same boss in Finland. Some of the colleagues were Indian. So, no concern actually. (Ashish, India)

4.2 Motivating expatriates

All of the respondents expressed that the main motivation of international assignment was the sense of satisfaction from the job. Most respondents pointed that the projects and tasks they worked were more challenging and had not worked before. They could learn new things every time when they were in charge of a project. The challenges of projects and jobs were recognized as a learning for them. Therefore, when they finished a task, the feeling of satisfaction motivated them continued the international assignment. It was a valued opportunity for them to enhance their skills and knowledge for their profession. Enhancing one's skills is perceived as a competence and an advantage of a person. Interviewees indicated that learning new things encouraged them to accept the job

challenges and become more skillful. Apart from hard skill learning, 11% of respondents reflected that soft skills learning can also motivate them in expatriation. Working in a multinational corporation and surrounding by the international working environment, expatriates were able to communicate with colleagues from all over the world which they could improve and strengthen their interpersonal and communication skills. Not only making improvement in English speaking, expatriates could also learn how to treat people with respect. Moreover, 10% of respondents viewed that working at the headquarter of the multinational corporation brought him a feeling of changing the world. Since it was a well-known technological company, working there gave him a supreme feeling that he was powerful to influence the current world. As a software engineer, he explored the world and shared his achievement with the world was his mission of the job. Bearing this mighty mission was his motivation of expatriation.

Mainly is the clarity of the job, more organized and systematic. Everything is procedure-based. More challenges here, like more learning and new things every time, not predication. (Patil, India)

Working in such a big corporation, I feel that I can change the world a bit comparing to working in a technology company in Hong Kong. (Tommy, Hong Kong)

Another job-related motivation was better job working environment. 33% of interviewees replied that the working environment at the headquarter was totally different with the regional office which could motivate them in work. For instance, knowledge is normally developed and retained at headquarters. Plus, the system and important documents are more completed and organized. Expatriates working at headquarters are allowed to follow the official procedures of working and become more systematic. Everything is procedure-based. In expatriates' opinion, working at headquarters was an honor and a motivation to perform better in order to spread the learning and achievement back to the regional office one day. Likewise, 33% of respondents were motivated by the fair salary and benefits during the international assignment. From the Hong Kong SIE, the salary and benefits in Singapore were more attractive and considerable than in Hong Kong. Annual leave, bonus and double pay were the compelling points for a fresh graduate. Monetary terms were the second motivation for her to continue the international assignment. Other expatriates

mentioned that the salary they got in Finland was sufficient for them to buy a house in India. Therefore, monetary aspect was both the intention and motivation for them to involve in the expatriation project.

What motivates me to stay here is that better job working environment, it's easy. Other things are family wellbeing, children's education, social health security, better environment as well as better country economy, which is one of the peaceful and secure countries to live today. (Shahu, India)

In terms of monetary, salary and benefits, leave work on-time (compare to Hong Kong), annual leave, bonus (twice a year) and double pay are attractive to motivate me at work. (Jasmie, Hong Kong)

About 44% of interviewees mentioned that non-job-related motivations were valuable to them in the international assignment. To be specific, they pointed it was due to the destination of the international assignment. The Indian expatriates proposed the living environment, medical care, education system as well as economy in Finland constructed a peaceful and secure place for them to stay and work. First of all, most of the expatriates have been working in Finland for a certain period of time. Almost all of them have extended their stay after the expatriation period and signed a local contract which implied that they become a local employee nowadays. Their children are qualified to enjoy free education in Finland. And the benefits of Finland are attractive too. Western countries emphasize work-life balance which means they focus on the quality of life. People seldom work overtime. Expatriates can enjoy family life after work which is different from Asia. It makes them become a well-being. In addition, the external environment and health security were treated as a motivation of work, expatriated replied.

Another non-monetary motivation which was mentioned by a SIE was the relationship with colleagues and supervisors. The interviewee stated that as an expatriate, she had no idea of the traditions and habits of the host country. Her colleagues and supervisors taught her various stuff about the host country. Their friendly and nice attitude motivated her to stay and work hard for the host company. A good interpersonal relationship between colleagues can retain a good staff in a company, especially for expatriates. As expatriates

live in the host country without family and friends, colleagues are their most contacted people. A good relationship with colleagues can enrich expatriates' social lives. Besides, supervisors are also important for expatriates. Expatriates expressed that poor relationship with supervisors would be a burden for them to continue as an expatriate. The unsatisfied relationship would influence job performance, social life as well as the loyalty to the company. Seriously, it would be a proximate cause of resignation. Oppositely, good relationship with manager can retain expatriates in the international assignment and also motivate them to perform better.

Relationship with colleagues and boss (language, living habit and accent are different. They taught me authentic Singaporean stuff), career development (working experience; soft skill: interpersonal skill, communication) motivated me during work. (Jasmie, Hong Kong)

When asked about relocation assistance from the host company upon expatriates' arrival, 67% of SIEs insisted that the company did not offer any support for them and their family. SIEs were treated as local employees and the contract they signed was a local contract. Therefore, it made sense that no relocation package was provided to them as well as their family during their stay in the host country. However, a helping hand from their colleagues meant a lot to them. Even the host company did not assist them upon SIEs' arrival, the local colleagues helped them in searching for apartments. Apart from that, the home company even bought the flight ticket on arrival. The interviewed SIE was very thankful for the action that the home company did for him. Another SIE commented that the multinational company was very helpful during his stay in Japan. The language was the dominant barrier when he was working in Japan. However, the company employed an agent to assist the expatriates. For instance, the agent helped in accommodation arrangement, opening a bank account and offering Japanese and English language courses in order to help him for social integration. After that, he relocated to New York for work. Since language was not an obstacle, he chose to cash out. He preferred the exchange for money instead of physical help from the company.

The company treated me as a normal employee. It didn't provide any assistance for my stay. But my foreign colleagues helped me in housing. I didn't expect the company would

offer any help during my stay since it was my personal decision to be an expatriate. Therefore, no negative feeling towards the company. (Jasmie, Hong Kong)

Google offers relocation package for foreigners to settle down in the host country. For example, when I was working in Tokyo, an agent helped me to search for apartments and open a bank account. Foreigners can also apply to learn local language. I learned Japanese and English during my stay in Japan. When I first arrived in the US, Google also provided a relocation package to me, but I chose to cash out since there was no language barrier. (Tommy, Hong Kong)

All AEs received relocation assistance from the host company to support their stay in the host country. Relocation package, compensation as well as benefits varied depending on the job title and position in the company. For management level, respondents normally received a one-month salary in advance, apartment assistance, language courses to expatriates and their family, assistance in police verification, taxation, opening bank account and school searching for children. Some companies even hired a global agency to provide service package. Plus, the agency provided cultural training to expatriates and their family. The company also provided relocation allowance which was shipping of personal belongings and furniture from the home country to the host country. For general AEs, interviewees pointed that they got help in terms of apartment searching and language courses. And some AEs only got documents and appendix to the contracts about the guidelines for the international assignment. From the respondents' point of view, the guidelines were clear enough for them to understand how the movement took place and what things were expected to be given. However, there was no support for their family to settle down and adapt to the host country. All of the interviewees were satisfied with the company support for the international assignment.

Yes, the company provided relocation assistance through external company AAC Global Services. It was a service package that included assistance in finding houses, opening bank account, Social Security registration, police registration and cultural training etc. The company also provided relocation allowance that included shipping of my personal belongings, furniture, from India to Vaasa. Accordingly, it was very easy and smooth relocation from India to Vaasa. It was enough to support my relocation. (Paresh, India)

Clear guidelines. They were documents and appendix to the contracts which were easy to follow, such as how the movement took place, what things were given to the employee and what employees needed to do to take care of themselves. (Sameer, India)

Apart from the relocation package provided by the company and agency, 67% of respondents would like to get more from the company to assist their stay in the host country. Both SIEs and AEs suggested experienced expatriates and international employees in multinational corporations can organize a community for expatriates, no matter SIEs or AEs. First of all, people in the community can share information. Secondly, it can enhance the relationship and loyalty to the host company. Information sharing is extremely useful in the first two months of the international assignment. Besides, some interviewed expatriates recommended the host company can hold some briefing sessions for incoming employees to introduce the local rules in terms of tax calculation and benefits. Tax calculation should be clear to every expatriate.

They should put more effort to introduce the incoming person to the local rules in terms of taxation, benefits. The tax calculation should be more clear to expatriates. (Sameer, India)

I wish to have a community for international staff. People in the community can exchange information, for instance, finding apartment. It is extremely useful for the first two months upon arrival. (Tommy, Hong Kong)

5. DISCUSSION AND CONCLUSION

This thesis examined the intentions and motivations of both assigned expatriates (AE) and self-initiated expatriates (SIE) in order to identify appropriate motivations for multinational corporations to encourage SIEs and AEs for better performance appropriately. Participants, who relocated abroad as SIEs and AEs, explored their career opportunities and adventure of lives. This study is among the first to empirically explore the intentions and motivations of AEs and SIEs from various angles.

5.1 Findings Related to Expatriates

It is true that SIEs do not receive enough or none of financial compensation and support from the organization for work transition. Since the contract they sign is normally a local contract, the company treat them a local employee and provide basic benefits to them, like the majority. SIEs have to arrange everything for themselves or ask colleagues for assistance. In contrast, the organization almost arrange and prepare everything for AEs. Since the contract they sign is for expatriate, terms are much better than a local contract in order to attract employees to accept the international assignment. Guidance and support are provided by the organization. AEs are fully guided during the expatriate assignment.

AEs and SIEs face different challenges during the international assignment. For most of the interviewed AEs, acculturation became the most difficult topic during the international assignment. They worried about discrimination, language barrier, social life, culture shock and difference in education between the home country and host country. They need time to adjust and get used to the new living environment. However, SIEs concern more about the expatriation success which is accordance with Jokinen et al.

(2008). Since they are fresh and less experienced compared to other AEs, they might not perform as good as AEs in the job.

SIEs are normally more independent, aggressive in career achievement and responsible for their career. They are less likely to stay in an organization in long-term (Mayrhofer et al. 2008). From the interviewed SIEs, when they plan their career path, they would like to explore for the career at most 3 years in other places. After that, they would return to their home country or apply for another job. Therefore, they would not stay long in a place or company. They prefer trying different and new things in their lives instead of repeating the same thing in the rest of their lives. However, AEs are more traditional in mind. They pursue a traditional career, that means staying in a company for many years and get promoted. Everything remains the same is a good thing for them. Bland is a blessing.

The duration of the expatriation is different for each expatriate, no matter AE or SIE. It makes sense that Richardson and McKenna (2003) state that the duration of the international assignment of SIEs is usually more than one year. And AEs usually spend at most five years for expatriation (Howe-Wash & Schyns 2010). It depends on the company since some interviewees spent almost ten years for the international assignment. And all of them signed a local contract after the completion of the expatriate assignment. The reasons that AEs would like to stay in the host country is because of the improved life and job environment. They lived in the host country for several year. If they return to the home country, they have to spend another several years to get used to the environment and everything start from zero again. Therefore, if the work and living environment is not bad in the host country, most of the AEs would stay after the assignment and sign a local contract instead.

There is one similarity between AEs and SIEs, which is their expectations regarding the international assignment are on the same side. They seek for challenging work and tasks,

goals and career achievement, a better life for the family as well as improved life. The International assignment is to fulfill their job and non-job related targets.

5.2 Findings Related to Intentions

By exploring the intentions of accepting the international assignment, work attitudes related to employees' interest in international assignments affect expatriates' motives of working abroad. In terms of job satisfaction, Kirschenbaum (1991) discovered the relations between dissatisfaction with the workplace and relocation intentions are correlated with expatriates' intention. The inconvenient location of the home office indirectly influences family life and work-life balance of an employee. In order to improve the worse situation of long traveling time between home and office, AEs agreed to relocate to Finland and start the expatriation. Besides, the work itself constructs an influence on employees' intentions to accept an international assignment. For instance, respondents were satisfied with their job and their supervisors appreciated them, therefore they accepted the international assignment offer. The job they were working was their profession and they were interested in. As an expatriate, respondents could receive fair financial rewards, bright career future and development. Therefore, job satisfaction is important in determining an employee's intention to relocate.

Monetary term is an attraction to both AEs and SIEs. The income in the host company is normally higher than the parent company since it is one of the attractions of international assignments. AEs and SIEs are hard to deny this attractive offer since monetary term is always a high weighting in job offer. Increased salary can lure employees to accept the international assignment. Besides, earning a higher salary, expatriates intend to improve the standard of living and quality of life for themselves and their families. People always seek for high salary and job title in career. An impressive salary is always a motive for employees to accept the expatriate assignment.

In line with the findings of career satisfaction (Aryee et al. 1996; Noe & Barber 1993; Veiga 1983), employees who are satisfied with the development of their current career, they are less likely to be interested in an international assignment. From the interviewed expatriates, their aggressive in global career development was observed. They would like to serve the global market instead of the regional market solely. Wider customer base would be beneficial to their career development in long-term. Moreover, working at the headquarter is recognized as a precious chance for most of the employees, which can increase their career satisfaction. Therefore, employees who treat the opportunity of working at the headquarter helping their career progression in long run would increase their intention of accepting the international assignment. Headquarter is the focus of know-how, skills, expertise, technology and decision making. Employees can learn a lot there and see the good and the bad. Decisions made in headquarters regularly influence the subsidiaries and stakeholders. Such decisions in most cases yield possibly essential and great influence and have a wide reach, headquarters staffers obtain a great deal of fulfillment from contributing to them. And headquarter staffers often attend informative and important conferences, talks as well as training. These are the opportunities to merge and work with different stakeholders, which yield social and professional connections.

The beliefs towards the advantages of domestic versus international assignments assert that the instrumental value of domestic versus international assignments would affect employees' interest in an international assignment. This assertion can be verified by the interviewed expatriates. Respondents recognized the international assignment as a milestone in their career development. As an expatriate, apart from serving global customers, technology and business areas are more advanced and mature in headquarters. Advanced technology and diversified business areas would equip employees to be more skillful and experienced. Through the expatriate assignment, expatriates are able to widen their horizon which might not be confronted in the home office. Besides, an overseas working experience can enhance employees' competence in their professional field. What expatriates experience during the international assignment is most likely more than domestic assignment. Moreover, normally company would send outstanding and excellent employees to work overseas since they possess the ability to learn better and

faster. Therefore, respondents perceived the expatriate assignment as a lesson for them to grow professionally.

The findings of the expatriates' interviews are consistent with the expected satisfaction with the job characteristics in the next job. According to Boies and Rothstein (2002), employees who look forward to being more satisfied with the challenge, autonomy, responsibility, financial benefits, travel opportunities and others' culture in the next job would be more interested in international assignments. It was proved by the interviewed expatriates. Respondents were expected to explore and start an adventure by joining the expatriate assignment. They can hence travel to other countries and learn from other cultures. Besides, accepting the international assignment, in other words, is kind of promotion. Expatriates can enjoy higher salary, better benefits, autonomy and more responsibility, which can obtain a cross-cultural, personal and professional growth experience. Expatriates expected to learn more skill and technique for their professions, explore new things that they had not touched in the home country and understand more with European mindset in the next job.

Family issues are also a concern of expatriates to accept the international assignment or not. Spouse willingness to relocate to another country affect expatriates' intention. For example, one AE pointed that the location of the office in home country was far away from his home which took him more than an hour back and forth and annoyed his family life. In order to withstand this unchangeable environment, the most effective way was to change an environment. Therefore, his spouse and family supported him to make the decision of relocation. It is more applicable to those who are married expatriates, no matter male or female.

The main differences of intentions of AEs and SIEs are AEs are more emphasized on career growth and development, while SIEs more focus on exploration. Most of the AEs indicated the intentions of working overseas were career growth, job and professional

development which were more job-related. At the same time, SIEs intended to explore the world and widen the horizon in order to gain more experiences. It is not as Doherty et al. (2011) said, SIEs put more emphasis on location and host country reputation when considering expatriation. The desire and features of the host country are not the major reasons for SIEs' intentions. They would consider the working environment of the host country, but not the majority. For instance, one SIE revealed that the similarity of the working environment of Hong Kong and Singapore attracted her to work in Singapore. She was able to adapt to the environment more easily. More importantly, the desire for adventure, travel as well as life change are the most common reasons for them for accepting the international assignment.

Labor market situation in home country and acquisition of obtaining international experience also affect the intention of working abroad (Farcas & Goncalves 2017). Respondents were not facing negative working conditions and dissatisfied with their professional life, in turn, they were interested in gaining international experience. They expected to learn more expertise and technique for their profession, confront more work challenges, know more international talents and their culture and improve English speaking skills. Obtaining international experience is more relevant to the findings of the intentions of the relocation of expatriates.

Tharenou (2008) proposes that roles of gender and age influence the intention of expatriation. To be specific, comparing male and female, men are more willing to work overseas than women due to family concerns. However, the findings of the research, it shows that roles of gender depend on the characteristics of society. For instance, in India, a patriarchal society, illustrates male supremacy. In this case, men are normally the center of a family. Therefore, they are more willing to pursue career development and accept the international assignment. However, in an open society, gender inequality is not an issue. For instance, in Hong Kong, a family concern is not an excuse for women to reject an international assignment. Oppositely, women go the extra mile to advance their career. Both men and women take care of family, not only one side. There are many high-power

female executives in labor market. The assertion of roles of gender from Tharenou is not applicable in an egalitarian society. Besides, the age of SIEs is normally younger than AEs. SIEs would like to explore the world and widen their horizon when they are young and no family financial burden at all. They believe that travels far knows much. As an SIE, they are able to start a new life in another country and learn different culture. Plus, they can possess overseas working experience which is beneficial to their career development as well. SIEs usually have a thought that making memories for themselves is to enrich their lives. They strongly believe that do something different in lives can paint themselves without regret since you only live once. Therefore, SIEs usually are more aggressive and passionate.

Respondents showed their expectations of the international assignment. They expected to learn more skills and techniques for their profession. Exploration in careers, understanding more with European mindset as well as being efficient at work was their expectation towards the international assignment. According to Presbitero and Quita (2017), these kinds of expectations refer to the confidence of career adaptability, which means the feeling of adequacy in current potential job-related restraints. High confident people possess the capability to foresee the restraints in their professional development. Interviewed expatriates were well-known of their prevailing job's constraints that they were not able to experience. They realized that they would explore new things under new working environment, new colleagues and new responsibility. And the mindset of working in different continents are also different. Openness and sharing of knowledge are European mindset of working. Since most Asian are conservative and not willing to share business insights and knowledge, work cannot be done efficiently and effectively. Therefore, as a European expatriate, it was a great opportunity for respondents to learn from European working culture. Besides, an AE who was a business development manager admitted that he would like to learn more skills and techniques for his profession in another post since he could not gain more knowledge from the regional office. Confidence in career adaptability brings them eagerness of going after expatriation.

Cultural intelligence is described as a capability that people can adapt to a new environment easily. It can be easily found in SIEs. Normally, SIEs are aware of themselves possessing cultural intelligence, therefore they prefer accessing different cultural setting. They usually think that they are adaptable in a brand new environment. Cultural intelligence becomes their advantage and a facilitator of accepting the international assignment. Interviewed SIEs were not worried about their adaptability in another country. They thought that cultural intelligence was their ability, which allowed them to adapt to the dynamic situations. Since they acquire this capability, they would like to travel around the world and work. Oppositely, it is not common to find cultural intelligence among AEs. The role of AEs is more passive. The intentions of accepting the international assignment are mostly job-related. Learning others' culture seldom can be found from AEs' intentions. Moreover, cultural discrepancy and language are AEs' concerns in accepting the expatriate assignment. It seems that cultural intelligence is not applicable on AEs but SIEs.

In terms of Hofstede's (1980) generally deployed model of cultural differences, Indian and Finnish cultures are totally different in terms of power distance, individualism, masculinity, uncertainty avoidance, long-term orientation and indulgence. The Indian work culture tends to be more collectivistic, while Finnish work cultures are more individualistic. Similarly, Indian work culture is characterized by high power distance, while the opposite is true for Finnish work culture distance. India is a Masculine society which focuses on success and achievements, while Finland is a Feminine society focusing on equality, consensus and well-being. These types of differences are likely to create adjustment challenges for the interviewed AEs.

The socio-economic push-pull model can be illustrated to show the intentions of expatriates. From the respondents, the intentions of working abroad fell into the category of pull factors. Companies attracted respondents by monetary benefits, career progression and learning. AEs were attracted by career-related factors, such as career growth, more responsibilities, while SIEs were attracted by the pull factors of desire for adventure and

life change. The intentions were related to the personal level. Career development became an important factor in international assignment consideration. And monetary incentive was the secondary factor motivating expatriation. However, the main drivers of working abroad among the respondents were not related to push factors, such as economic recessions of both home and host country.

5.3 Findings Related to Motivations

Intentions and motivations of working abroad somehow are related to each other. For example, the main drivers of accepting the international assignment were promotion and better salary. The motivation of continuing the expatriate assignment can also be career advancement and better salary. Monetary incentives and career development are common in motivating expatriation as well as the motivation for international assignment. Since employees would like to obtain these two things, after they joined the expatriation, these two things also became their motivation for staying in the international assignment.

Cross-cultural adaptation can affect the motivation of expatriates working overseas. Possessing cross-cultural adaptation allows expatriates to adjust themselves to cope with the changes in lives less difficult. From most of the respondents, poor host country language skill was perceived as an obstacle in general. Expatriates normally speak English at the workplace, but not all people in the host country can speak English which made them inconvenient in daily lives. Besides, most AEs were married that they relocated the whole family to another country. Their spouses were required to learn the host country language in order to find a proper job. If their family are not able to adapt to the brand new environment, it would definitely influence expatriates' stay. Expatriates would be concerned about whether their family is able to get used to the environment and society. On the other hand, if they cannot integrate into the host society, expatriates might consider quitting the international assignment earlier. Therefore, the cross-cultural

adaptation of both expatriates and their family constitute an essential element in expatriates' motivation.

SIEs reported that career and social networks were the motivations during the international assignment. Relationship with colleagues and supervisors brought about friendship, guidance, job-related knowledge and common sense in life, which assisted them in merging to the workplace and society. Moreover, colleagues supported SIEs by providing emotional support, task assistance as well as information sharing. The assistance is important to SIEs and encourages the completion of the international assignment. A good relationship with colleagues and supervisor help expatriates quickly throw themselves into work and develop loyalty to the company. Besides, SIEs are normally more aggressive and enthusiastic at work. They would like to know more people in the workplace and daily lives. Expanding career and social networks would be the motivation for them since the purpose of the international assignment is to know more people and explore new things. Widen career and social networks can fulfill their desire for learning a different culture, in addition, it might also be beneficial to their career development.

Motivation can be divided into two categories, autonomous motivation and controlled motivation respectively. To respondents, autonomous motivation is the most effective way motivating them during international assignment. They perceived career development, professional growth, job challenges, well-organized and systematic job procedures as well as clarity of job were motivations at work. After all, they were able to perform better, possess better mental health and well-being, more flexible and creative and more enjoyment at work. These all motivations were to fulfill expatriates' psychological needs in terms of health development and satisfaction. On the other hand, controlled motivations come from pressure, obligation and stress. From expatriates' point of view, controlled motivation is an effective way to motivate them. To be specific, using controlled motivation to motivate expatriates, supervisors might encounter adverse effect. More seriously, expatriates might end the international assignment prior the duration.

Perceived organizational support creates a positive effect on the international assignment acceptance. At the same time, it is recognized as the motivation of working abroad. POS is always provided to AEs instead of SIEs. Since the contract SIEs sign is a local contract, organizations do not provide any help for SIEs for relocation. Therefore, POS is more applicable for AEs only. Among the interviewed expatriates, none of them intended to join the international assignment due to POS. POS was not perceived as a reason for accepting an expatriate assignment. However, expatriates recognized it as motivation. The most common POS is known as financial support. Expatriates revealed that higher salary and benefits were the greatest motivation. They can improve the standard of living and quality of life. Besides, they can afford better living environment for their family and children. The second most common POS is career support. Autonomous motivation, such as responsibility and autonomy, are designed to motivate expatriates to pursue career goals. For instance, joining the international assignment is a kind of job promotion. The organization provides training to expatriates to learn and familiar with the working practice in host company. They are required to participate in different projects which is an opportunity for them to learn about their profession. Adjustment POS is also important to expatriates, especially for those starters of the international assignment. Almost all AEs received relocation package from the company. Normally, assistance in searching for an apartment, language courses, opening bank account, social security registration, allowance and family support are provided to AEs. Considerate relocation package would be treated as a motivation of expatriate assignment and expatriates would be motivated to work hard to repay the company. For instance, some expatriates appreciated that the company found a furnished apartment prior their arrival. Therefore, they worked hard in order to express their thanks to the host company.

Support from supervisors and organizational members are perceived as motivation for expatriates. SIEs seldom receive POS regarding the international assignment, support from supervisors and colleagues are meaningful to them. Since the assistance is on a voluntary basis, it implies that the relationship between expatriates and organizational members is fine. It is somehow related to a favorable social network of expatriates. Information from supervisors and colleagues are valuable to SIEs since they seldom

receive POS from the company. Help from the supervisor is usually job-related, for instance, job challenges expatriates encounter. Assistance from colleagues is more related to daily lives, such as authentic stuff and restaurant recommendation which can facilitate expatriates' engagement in life.

From most of the expatriates, the motivation of international assignment is the destination itself. For example, working in Finland, expatriates' children can enjoy free education and medical. Expatriates can also enjoy further study in university. Besides, European emphasize work-life balance. Working in Europe can have a good time with family and friends for better social life. The external environment of host country cultivates a better well being of expatriates and their family. And the social and health security of the destination allow them to feel secure and safe. Therefore, a good destination for working is also a motivation for work. The benefits are perceived as greatest gifts for expatriates from Asia. The working hour in Asia is extremely higher than in Europe. And the benefits are not as good as those in Europe, for example, education. For the interviewed expatriates from India, the annual cost of education combined with living cost is about €4600. In Finland, they can study without tuition fee. Plus, their family are eligible to receive child benefit, childcare allowances and maintenance allowance. They also would like to get the Finnish passport after settling down in Finland for six years as Finnish passport is much more powerful than Indian passport. They can enjoy more benefits in Europe by being a Finnish, not only in Finland but also in Europe. This kind of motivation is uncontrollable by the company but is very crucial to expatriates. The contribution should be credited to the government in the host country.

5.4 Practical Implications

Differentiating SIEs into four different groups which are Explorer, Mercenary, Architect and Refugee respectively would help an organization to motivate expatriates more effectively. For instance, when companies notice that an expatriate is a desire for

adventure and life change, he or she might be categorized as Explorer. In order to motivate the expatriate for better working performance, send him or her to business trips. Travelling and experiencing a new culture are the purposes for SIEs to accept the international assignment. Fulfilling their needs would bring twice to what the company expects. Besides, expatriates who are Mercenaries should be motivated by money and benefits. Companies can reward them by giving a bonus and economic benefits when they perform well. The third type of SIEs is Architect. They have a planning for the career. Therefore, what a company can do is to motivate them by giving challenges at work and autonomy. Through completing different kinds of project and task, Architects are able to realize their career expectation. The last group of SIEs is Refugee. Systematic and organized work procedures, as well as clarity of job are the motivation for them since they seek for work restructuring. Procedure-based of work help motivating them in an effective way.

The most effective way to encourage AEs at work is to give them autonomy. The main reason for working abroad for AEs is job-related. AEs focus on career development. They pursue career breakthroughs, such as work challenges, autonomy, leadership and professional growth. It seems that regional office cannot fulfill their self-actualization and esteem in terms of psychological needs. Therefore, when employees received the offer of expatriate assignment, they did not hesitate to reject. They expected the international assignment would bring them to another level of career achievement. Consultancy should be done before the international assignment. Hence, home and host companies are able to know the intention and expectation of expatriates towards the expatriation. By doing this, home and host companies can refer to expatriates' aspirations to design appropriate job responsibilities and rewards for the international assignment. Host companies are recommended to appoint AEs to lead a project, attend on-job-training and workshop in order to give them autonomy and enhance their self-esteem.

Most expatriates expect to learn the know-how, technique and skill at headquarters. It shows the difficulty of knowledge transfer in MNCs. Valuable knowledge is perceived

as complicated, contextual and tacit. It is challenging to transfer from headquarters to regions. Besides, due to individual rationality, an individual can maximize pay-off from knowledge application and analysis. They prefer not to share the knowledge with others. It constructs barriers in knowledge transfer. Different cultures, mindsets, languages and lack of motivation also enhance the difficulty in knowledge transfer. Employees hence treat the expatriate assignment as an opportunity to learn the valuable knowledge. MNCs are recommended to increase the opportunity for job mobility and talent management for employees, for instance, training, coaching, international assignment and mentoring. Organizations can also create horizontal coordination mechanisms for knowledge sharing, such as committees, meetings, workshops and task forces. Effective knowledge sharing can be stimulated by opportunity, motivation as well as ability. In other words, through different mechanisms and networks, performance scheme and understanding, knowledge sharing can be effective in MNCs but not just via international assignment.

Since most AEs respondents chose to stay in the host country and signed the local contract after the duration of the expatriate assignment, it implies an outflow of talent to regional offices. Expatriates from different regional offices worked as a local employee in host offices. They decided not to go back to home country and work, in turn, this is known as talent internal transfer. Normally, regional office selects most outstanding employees to participate in the international assignment as they are representatives of the regional office. Nonetheless, expatriates usually have a thought that they can learn more technique and know-how at headquarters instead of the subsidiary. Due to career advancement, they would choose to work at headquarters even the expatriation suspends. From the perspective of the MNC, it is neither loss nor benefit. But from the regional office's point of view, it is definitely a loss. Therefore, regional office should not have a thought that it is a loss for them. However, it should be positive that a regional office can train up such distinguished talents, which indicates the regional office is competent and capable. Headquarters should educate a positive way of thinking to management level of all regional offices.

5.5 Limitations and Suggestions for Future Research

There are three main limitations in the study. First of all, participants were not equally distributed among the two types of expatriates. The number of SIEs participants is not as much as AEs. The findings may be biased, which is more focus on the AE's side. And the study emphasizes Asian perspective unduly since all respondents are all from Asia. Moreover, the distribution seems to characterize the current situation, which illustrates that most Indian move abroad mostly as AEs. In fact, many Indian participants indicated that they would not have left Finland due to the living environment and benefits. In addition, Finnish-based corporations allow their employees to apply as local employees. Therefore, after the expatriation period, most of the AEs stayed in the host country and converted to be a local employee.

Second, there are scarce studies regarding the field of expatriation, especially the intentions and motivations of expatriates when attending the international assignment. Few literature studies can be cited and referenced in the study. Therefore, the part of the literature review is relatively short comparing to other parts.

In future studies, it seems to be useful to increase the number of respondents and conduct diversified surveys. It means that the nationalities of respondents and destinations of international assignment can be more diverse. This way, the third limitation, regarding the evaluation of responses provided by nine individuals, could be overcome and complement the findings of the study.

Future studies can explore the effectiveness of motivations of expatriates and how it influences work performance from corporations' perspectives. Future studies could also take a more comprehensive view of the supportiveness of family towards the decision of international assignment and how it affects work attitudes of expatriates. Since there are

not many studies examining the relations between job satisfaction and relocation, and researchers recommend that the decision of international assignment cannot be determined solely by either job satisfaction or dissatisfaction. And career satisfaction has been disregarded in research on turnover and willingness to relocate domestically. Therefore, in future studies, this field can be further investigated.

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APPENDIX 1.**Interview question outline for expatriates**Background

Gender:

Age:

1. What is your company and job title?
2. Where is your home town?
3. Where do you work now?
4. What is your family status?
5. How long have you been in the expatriation?
6. How many expatriations have you had before this one?

Expatriation

7. What are the main drivers making you working abroad? Do you have any concern/expectation towards the international assignment?
8. What are your motivation of working abroad? Are they job-related or non job-related?
9. What is the company doing for you? How do you feel about that? Are they useful enough to support your stay?
10. What do you wish to have (i.e. from the company) to support and assist your expatriation?

Statement of abiding by good scientific practice



UNIVERSITY of VAASA
FACULTY OF BUSINESS STUDIES

STATEMENT OF ABIDING BY GOOD SCIENTIFIC PRACTICE

“I confirm that I have made this Bachelor’s thesis/Master’s thesis/Licentiate thesis/Doctoral thesis by myself and that I have followed a good scientific practice. All the citations and quotations mentioned as well as all the references to the source materials have been reported completely and identifiable.”

Vaasa 20.12.2017.

The signature of a student

Scarlett

Print name

Chan Sze Ka Scarlett

Information and guidelines regarding the studies: Abiding by Good Scientific Practice (<http://www.uwasa.fi/kauppatieteet/english/studies/toolbox/information/>)

University of Vaasa Degree Ordinance

(<http://www.uwasa.fi/kauppatieteet/english/studies/toolbox/study-instructions/>) Degree Regulations in Business Studies

(<http://www.uwasa.fi/kauppatieteet/english/studies/toolbox/study-instructions/>)