

# GLOMO Newsletter

**We do what we research! News from the GLOMO Network on Global Mobility Issues**

## Exploring Global Mobility in Toulouse

The Global Mobility of Employees (GLOMO) project explores how to understand and improve international working and living. We aim to send out newsletters to provide our audience with the main activities being held within our network. This first newsletter is based on the contributions from four of GLOMO's Early Stage Researchers (ESRs): Yustika (VU Amsterdam) and Rodrigo (University of Vaasa) give a taste of their ongoing individual research projects, while Friederike (VU Amsterdam) and Giovanna (Airbus SAS) provide their feedback on our last network-wide training event, held in Toulouse Business School in July 2019.

## Motives to Move Abroad

International mobility allows talent and knowledge transfers which bring benefits to organisations and countries. From the individual perspective, moving across countries for jobs requires complex decision as it is about pushing them out of their comfort zone. They need to adapt to the new culture for themselves and family or spouse, learn about taxation, immigration procedures, and build new network. As they face a complex situation before leaving their home country or even their job, questions related to their motives to move abroad are a part of the picture. Professional development, career progression, learning a new language or being paid a higher salary in the host country are attractive proposition to motivate individuals to move abroad. Are these enough? How about those who moved from developed countries to developing countries? What are the motives that differentiate between type of workers or gender? More specifically, what motivates individuals to choose one country over another?

Together with Prof. Dr. Svetlana N. Khapova (Vrije Univeriteit Amsterdam, Netherlands) and Prof. Dr. Mette Zølner (Copenhagen Business School, Denmark) I examine the motives underpinning the willingness of individuals to move abroad be they assigned expatriates (AEs) or self-initiated expatriates (SIEs). Our findings are expected to be the starting point to develop relevant policies and practices from individual and organisational perspectives.

As an early insight, we sense that there is a correlation between country of origin and motivation to move abroad. In this case, there will be motivational differences for individuals coming from developed or developing countries. For example, individuals coming from developing countries will expect a higher salary and better opportunities while those coming from developed countries are more likely to look to contribute in the host country.

Authored by Yustika Arifa, ESR 01

# The Career Success of Expatriates



Marie Skłodowska-Curie Action “Global mobility of employees” (GLOMO) is an international research project part of the Horizon 2020 research and innovation program. I hold one of the 15 Ph.D. positions (early-stage researcher number four – ESR 4) placed at the University of Vaasa, under the supervision of Prof. Dr. Vesa Suutari (University of Vaasa, FI) and Prof. Dr. Michael Dickmann (Cranfield University, UK). I focus on the long-term career success of different types of internationally mobile professionals. We analyze career impacts and its antecedents and outcomes. In addition, we address how the accumulation of competencies during the international work experience influence the achievement and interpretation of career success.

Now, let me sensitize you to the topic. Imagine it is 30 years from now. You are near the end of your career. Do you believe that your perception of success will still be the same? It seems that job-related international mobility shapes life courses and impacts expatriates’ careers abroad and upon return to the home country. The nature of jobs, the nature of employer organizations, and the context in which expatriates’ work impacts career options available after the assignment both at home and internationally. Evaluations of career success may vary depending on the timing of the evaluation, influenced by the context and type of expatriate. As an outcome, the overall interpretation of career success may be very varied. Whether we see success more objectively such as salary and promotions or more subjectively, i.e. whether we try to do something meaningful with our career, influence the way we understand career success.

Therefore, our research activities fill research gaps that explore the understanding of how expatriates achieve career success. We have executed a systematic review process where existing findings on career impacts of international assignments were identified, based on the antecedents and outcomes of career success. The review paper has already been presented in the following conferences after the academic review processes:

- The 15th Vaasa Conference on International Business Innovative. August 19-21, 2019, University of Vaasa, Finland
- The 25th Nordic Academy of Management Conference: Nordic Energies (Nordiska Företagsekonomiska Föreningen/NFF) 22. – 24. August 2019 University of Vaasa, Finland.

Besides, the project has led to an additional chapter submission (accepted for revision): De Melo, R., Dickmann, D, Brewster, C. and V. Suutari, ‘The long-term effect of SIE careers’ to the book “For Mastering the Context of Self-Initiated Expatriates’ Careers: Recognizing Space, Time and Institutions,” edited by M. Andresen, C. Brewster, and V. Suutari.

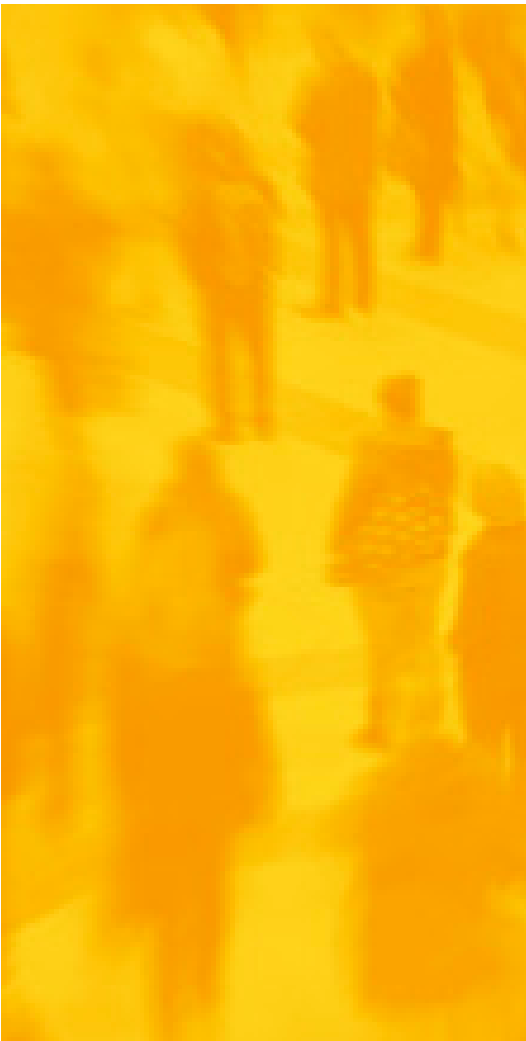
We are currently designing empirical investigations to understand how the context matters when assessing the career success of international workers. Despite limited evidence, the findings of studies analyzing career impacts of expatriates indicate mainly positive outcomes. We observed a number of variables missing when scholars tried to understand career success in the international context, such as environmental and job-related variables. We also observed that some of the variables that have been reviewed as antecedents of career success in former work could also be modeled as outcomes of success, implying reciprocal relations over time. Career success might be a double-edged sword, resulting in both positive and negative outcomes, such as turnover intention and wellbeing.

Our findings will support countries, organizations, and expatriates themselves to make better decisions about international work experience and the future career impact of global work.

**Authored by Rodrigo de Melo - University of Vaasa, FI, ESR 4**



# GLOMO Summer School at Toulouse Business School



From 08th to 12th July 2019 our GLOMO ESR team had the pleasure to attend the 2nd seasonal school at one of our beneficiary universities, the renowned Toulouse Business School in France. During this time we had several seminars related to the cross-cultural management for global mobility theory and practices. Being a highly interdisciplinary group, the seminars allowed us insights from various perspectives. From dissemination and publishing strategies for scholars, cross-cultural research methods and research ethics in International Human Resource Management to labour market effects of immigration and the economic value of qualifications and skills for labour market mobility. Various glimpses from different disciplines deepened our understanding of the manifold perspectives of our projects and encouraged us to deeper discussions. For example, a debate on the definition of expatriates and migrants was recurring and nourishing our ideas for future research collaborations. Having said that, practical questions about interdisciplinary research emerged. Luckily, next to those theoretical seminars, we also had the chance to speak with experienced scholars in our field and could find answers to questions like: How to publish across different disciplines? For which journals is my paper appropriate? What do I have to expect from the revision process? Which submission strategy should I have?

I appreciated particularly insights from those questions which give me the opportunity to draw a clearer picture of the paper dissemination process. Not only for my own PhD trajectory, the communication and publication of the knowledge we are creating within our scholarly work, stipulates a vital part of our whole GLOMO project. Thus, theories are always interesting to discuss and foster our creativity but some “hands-on” tips help us to advance also practically!

All in all, this seasonal school gave us the possibility to strengthen our teamwork and move on the project within fruitful discussions and outlooks to future research collaborations!

**Authored by ESR 4 – Friederike Wuesteney**



# Exploring Global Mobility in France



In the GLOMO Summer School in Toulouse we gained an overview of the different realities face our peers who work abroad face. One of the highlights of the week was to visit one of the partners industrial sites and find out more about how Global Mobility is being dealt with on an everyday basis. In Airbus, we've learned a lot about the assembly of the A350 and all the procedure and the workers from different countries who make the construction of the plane possible. Since I will be based with Airbus, it was very important to understand the company's approach to mobility and the Global Mobility Experience project. Another activity worth mentioning was the 4 hour long session on ethics and research integrity, where we discussed our strategies to have good scientific practices. I learned strategies to protect interviewees that will be really helpful when collecting data for my research. Most of all, we were given the possibility to network and discuss our research with different academic leaders, allowing us to deepen both knowledge and important connections.

Authored by ESR 7 – Giovanna Milani



# What is next?



In the following months the ESRs will continue their training and expand their research methods knowledge and carry on with the next phases of each research; and a project general meeting in Nuremberg from October the 9th to 11th, 2019, where ESRs, the supervisory board and industry partner representatives will have three days to update everyone about the research progress, deliverables, and next steps. Some of the highlights promised are the RES Forum's Communication Workshop given by David Enser and the Interdisciplinary Research Workshop delivered by Prof. Patrick Wright. We will also be engaging in action learning about how to set up and run a global mobility audit.

# GLO MO

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