EXPATRIATION AND CAREERS DEVELOPMENT -PERSPECTIVE OF EXPATRIATIONS

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Abstract - Mainland China has possessed the qualification to be evenly matched with the United States as the most competitive economic newcomer in today's economic system. Therefore, many enterprises of the world including Taiwan gradually expand the business territory in Mainland China for increasing the business competitiveness and reducing the cost of personnel management. As the expansion and transformation of business territory to Mainland China, many enterprises have dispatched long- term on-site administrative cadre members or professional technical engineers to help the issues of administration and technology transfer. For these expatriates, what will be their career plans at present or in the near future? This research conducted in-depth interview with fourteen expatriates who dispatched to work in China for the purpose of identifying dispatch motivation, willing of self-perpetuation and career development of expatriates. The conclusions are: 1. Without clarity career goal, the career development of expatriates will be discouraged. 2. The decision on career development of expatriates will be affected by family factors such as satisfaction on marriage, education and caring issues of their children. 3. Expatriates' skill will influence his/her career development. 4. The factors that impacted expatriates'willing of self-perpetuation are the stability, continual development and promotion system of a company. 5. Expatriatesfocused on working achievement followed by salary. 6. Family economy and families are the main concerns for most of theexpatriates. 7. Job content and family economy fitted the expectation of expatriates. 8. Most expatriates keep working in Mainland China after expatriate contract terminated.

Keywords - Career Goal, Career Development, Willing of Self-Perpetuation, Dispatch Motivation.

I. INTRODUCTION

China has leapt to be the third largest economy in the world with low labor costs, low land acquisition costs, attracting countries and Taiwanese companies to invest in China in order to increase their competitiveness and reduce costs. In the past, most of Taiwan's industries moved to China were in manufacturing, with more expatriate's positions for male, production or quality control. As China's service industry is booming, women engaged in makeup, skin care products, health food and all kinds of boutiques have more opportunities to go to China to start a business or being employed there.

In the past, most of the research on expatriates focused on the willingness, adjustment, the tendency to resign, while few considered the tendency to change the work of expatriates from a longitudinal point of view. Therefore, the motivation for this study is (1) understand whether the staff who work in China for the long-term have a better career development than their colleagues in Taiwan, (2) what factors affect the career development of expatriates, and (3) is it a better choice to have a career overseas?

II. LITERATURE REVIEW

2.1 Relevant Theory

Hopson (1981) believes that there are seven phases in the middle-aged career transition model. (1) immobilization (2) minimization (3) self-doubt (4) letting go (5) testing out (6) search for meaning (7) integration. The career transition theory of Gould (1978) consider 35-43 years old as an unstable period, when the middle-aged are beginning to realize all kinds of insecurities and fear of the future, and don't understand the meaning of life. Erikson (1982, 1985) proposed that Psychosocial theory of Development to points out the theory of eight-stage development of the whole life, advocating that there will be obstacles in the development of a person, which hinder the normal development of the next stage.

1.2 Whether Individual Should Accept Decision-making Basis for Career Transition.

2.2.1 Economic Orientation

Money is not the only consideration in career decisions. There are specific "beliefs" and "expectancies" that influence the "motivation" of individuals acting on events, and interact with the "valences" that individuals give to the outcome (Vroom, 1964; Lawler, 1973).

2.2.2 Information Processing Orientation

There are three systems that are required to face personal decisions: (1) forecasting system, (2) value system and (3) decision system, which containing (1) expectation strategy, (2) security strategy, (3) evasion strategy and (4) synthesis Strategy.

2.2.3 Social Learning Orientation

Bandura's (1977)'s extended behavioral perspective has developed the social learning theory, which discusses that the unique learning experience will affect most human behaviors and behavioral traits.

Factors that influence personal career are summarized as (1) genetic talent and special competence, (2) environmental conditions and events, (3) learning experience and (4) task orientation skills (Krumbotz, 1994).

2.2.4 Career Determinism of Social Cognition Orientation

The "social cognitive career theory" of Lent, Brown and Hackett (1994) advocates self-efficacy, outcome expectation and personal goals are three important cognitions in the process of career development and selection. Career decisions and career development processes are influenced by thinking and cognition, and personal beliefs will affect one's behavior.

2.2.5 Career Determination of Career Constructivism Orientation

Constructivism emphasizes that individuals are “active agents” in their “meaning-making” process. Each person's future career decisions and developments are influenced by the living environment, learning experience, self-experience and self-concept. Various career developments will differ due to the unique views of different individuals (Walsh & Chartrand, 1994).

2.3 Relevant Theories of Expatriates

2.3.1 Dispatch Motivation

Steinmann & Kumar (1979) has been involved in the survey of the expatriates of German multinational corporations who are willing to accept overseas work. The first three main reasons are: (1) responsibility for work, (2) acquisition of new professional experience and (3) overseas work experience.

2.3.2 Reasons for Expatriate Career Transition

The reasons for the general desire to switch careers can be divided into: (1) wanting to find a better job, (2) gender differences in work and eligibility requirements, (3) frustration at work and (4) family support and adventure behavior (Stapp, 1986).

III. METHOD

3.1 Methods of Data Collection

This study was based on in-depth interviews in qualitative research as a method of data collection. It was conducted by the general interview guidance method. The interviewees were those who were still dispatched overseas or who had been sent overseas, and the expatriate seniority was not less than one year.

3.2 Data Analysis Method

The data analysis method of this research is as follows:

1. Numbering: The name of the respondent and the company name or the companies in the work history were replaced by alphabetical order.
2. Word-by-word review and conceptualization.
3. After the interview, the individual factors, family factors, organizational factors, and work factors were classified before, during and after the dispatch.

IV. RESULTS

4.1Dispatch Reasons and Motivations

The pre-dispatch reasons of the expatriates are (1) the salary income can be increased, (2) the position can be promoted, (3) the appointment follows the dispatch of the, (4) jockey for position, (5) the company relocation, and (6) to increase experience.

4.1.1 Pre-dispatch Personal Factors

I want to jockey for position, and I have got raise in my salary and promotion in my position in China--F.
I volunteered to go to China to get a higher salary and experience different life. --C
Because I was admitted by the company only for going to China, and the income is higher too.--D
Because there is limited development space in Taiwan so I go to work in China.--G

4.1.2 Pre-dispatch Family Factors

As my husband was transferred to China, I was also employed by the same company as a finance manager. --A
After the 921 Earthquake, I have gone to work in China in order to improve the family economy.--L

4.1.3 Pre-dispatch Organization Factors -

I have gone to work in China because of the company needs in human resources.--E
I was designated by the company to China.--B
Because the company's production line moved to China to produce.--H
The company's chief financial officer invited me to work in China.--K
The general manager of the company sent me to work in China.--L
The company organized the adjustment, so the track was changed. --I

4.1.4 Pre-dispatch Work Factors

It is impossible to have higher income if I continue to stay in the original company, so I took the initiative to transfer to China. --M
I want to change my work. My classmate invited me to work in China. --N

4.2 Overview of Work during Dispatch

After accepting the dispatch, the expatriates will have the following work status in general: (1) the workload is too heavy, (2) the salary and title can be raised if I am poached, (3) I want to return to Taiwan to take care of the family, (4) I want to return to Taiwan to get married, (5) I have been married to a Chinese woman, so my career plan is based on China, (6) I

was forced to leave, (7) the company's management methods are controversial, and (8) I want to start a business.

4.2.1 Personal Factors during Dispatch

Add my own resources.--E

I was poached to the Chinese company with higher salary and the job was also upgraded.--F

The salary is not high if I go back to Taiwan.--M

I want to go back to Taiwan because of my kids.--N

4.2.2 Family Factors during Dispatch

I will return to Taiwan first to get married. If my future wife agrees, I may come to work in China again after getting married.--E

The whole family has immigrated overseas. I am using China as my career plan for my life.--F

Because I have a Chinese wife, my future career planning should take the world as my workplace.--G

I still choose to stay overseas to make more money.--A

4.2.3 Organization Factors during Dispatch

I accept the company to carry out my career planning and transfer.--E

The company introduced foreign capital to settle in, so I have left for Shenzhen to serve as the chief financial officer.--B

Management is very difficult, but the salary is higher.--N

The company is always changing people, instead of finding the crux of the problem.--I

4.3 Work Transfer

Work transfer factors for the expatriates: (1) I hope to increase self-function and transfer to another department, (2) I want to start a business with colleagues, (3) I want to continue education, (4) I am too old to want to change jobs, (5) The company requires not to following local laws to do things, (6) I have retired, and (7) A new business team has entered and its concept is not the same as mine.

4.3.1 Work Transfer - Personal Factors

I make use of the work to study English and will still accept the job in Department of Expatriates. --E

In the future, I would like to engage in agents related to electronic components, and take an opportunity to explore business opportunities in Vietnam. --F

I expect to continue to work in China after completing the EMBA.--C

I only hope that the work will remain stable.--D

Due to the incompatibility with the boss's concept, I will return to Taiwan temporarily, but I will continue to work in China.--J

I cannot develop if I continue to stay in the company, so I need to cultivate personal profession and experience to facilitate future change in work.--M

If I get the trust of the boss, I will continue to stay in this company.--L

4.3.2 Work Transfer - Family Factors

No suitable position is available in Taiwan and my wife is Chinese. I hope I can stay and work in China.--G

I have temporarily returned to Taiwan to take care of the parents-in-law, and then the company will hire me to return to China.--H

4.3.3 Work Transfer - Organization Factors

After the new work team entered, I was squeezed out.--C

The company that I am working for is expected to invest in Vietnam in 2 years, and I will go with the company to Vietnam.--A

4.3.4 Work Transfer - Work Factors

Going to China has provided me with a chance to be promoted and enjoy significant growth, and the company pays more attention to me. --E

I will stay to work in China, and I hope I can apply to work different departments to increase my functions.--G

I just went to work in China to open up the territory.--J

4.4 Expatriates' Career Motivations and Career Transfer Process

4.4.1 Work History of Expatriates to China

Most of the 14 expatriates have management positions, and there are more men than women. Among them, 6 are in the original position (including three entrepreneurs), 4 have been transferred to other companies, 3 have been promoted, and the highest is deputy general manager. One is currently at home due to illness.

4.4.2 Social Network Activities of Expatriates

The interview found that the expatriates would have dinner, sing or travel with the co-workers of expatriates, the third parties and business contacts. The senior executives would participate in the dinner or social gathering sponsored by Taiwan Business Association, or a local government.

4.4.3 Training Programs and Career Development Provided by Organizations to Expatriates

Taiwan's parent company does not necessarily provide expatriates with training opportunities. Of the 14 expatriates interviewed, only 5 expatriates have received on-the-job training, and some of the expatriates are self-learning at their own expense.

4.4.4 Tendency and Reason of Expatriates to Return in Advance

The expatriates mentioned the weal and woe overseas, complained that there was no such thing as after-duty time, and because the family members were not accompanying them, they could not take care of the family.

4.4.5 Tendency of Work Transfer and Job Search Behavior of Expatriates

We found that 5 out of 14 respondents would look for new jobs through online human banks or newspapers. Five of them wanted to change jobs through the help of friends or supervisors to introduce new job opportunities. One person doesn't want to change his job because of his age.

4.4.6 Expatriate's Meaning of Work

Fourteen people who received dispatch assignments left their hometowns to work in another place considered the most important thing to be the sense of work achievement followed by the monetary reward.

4.4.7 Expatriate's Career Goals

Among the 14 respondents, except for one respondent who was sick and thought that a healthy body to be the most important to her, others thought what they want to pursue to be: sufficient income, stable work, perfect family, career achievement, and self-satisfaction.

4.4.8 Expatriate's Satisfaction of Dispatch Career

Have the expectations of the expatriates when accept the assignment been met? The results show that a total of nine people said that the expectations of money are most in line with the original expectations, and the second is that they feel more experienced in their careers, but three of them said what they feel the most lost is the inability to maintain family ties for a long time.

4.4.9 Expatriate's Satisfaction with Choice of Dispatch Career

Among the 14 people who accepted the dispatch assignment, except one said that if she decided to re-determine, she would not accept the assignment, and the rest said that if they decided again, they would still accept the assignment.

4.4.10 Expatriate's Expectations of Organizational Support and Expected Career Development Strategies

Through interviews, it was found that the stable work provided by the company and its assistance in the transfer of expatriates to develop new functions are the highest expectations of Taiwanese companies. Even if the expatriates face a similar choice in the future, most of them will still choose to accept the assignment to work overseas.

4.4.11. Expatriate's Career Success Perception

When accepting assignments, expatriates may be based on the needs of the organization, or perhaps based on individual needs, etc., but the reasons for expatriate's to consider the dispatch assignment outcome to be better after accepting the assignment are: (1) higher economic gains, (2) going global, (3) wider social network, (4) more experience opportunities, and sense of work achievement, and (5) entrepreneurial opportunities.

V. CONCLUSION AND SUGGESTIONS

5.1Conclusion

This study finds that the clearer the career goals of expatriates are, the more likely they can develop their own careers. The family factors will influence the career choices of expatriates, among them, whether marriage is happy, children's education, and the care of children are the factors affecting the career choice of expatriates. If the spouse is Chinese, the expatriate will regard China as the focus of future career development. Most of the expatriates will hope to make more money so that the family not will worry about the economy, and hope to achieve the goal of early retirement, economic and family factors are the goals pursued by the majority of the expatriates.

5.2 Suggestions

The expatriates will worry about losing the original position in the parent company after the assignment, so the researcher suggests that the expatriate should be clearly told of its future planning by the company so as to make peace of mind. Secondly, the in-service education training should be arranged to avoid the reduction in human capital to make it is difficult for expatriates to return. It is recommended that the organization can assist in the preparation of career planning for the expatriates by: (1) providing local job opportunities and (2) providing capacity training.

VI. RESEARCH LIMITATIONS

1. The interview respondents were limited to those expatriates who are stationed in China and work in Taiwanese businesses.
2. Only qualitative research was carried out to understand the Taiwanese business. As far as all the Chinese Taiwanese businessmen are concerned, it will need to collect the questionnaires and data for verification in future.
3. Most of the respondents interviewed were representing manufacturing companies.

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