THE MOTIVES OF WESTERN EUROPEANS TO RELOCATE TO EMERGING MARKETS, ESPECIALLY TO INDONESIA

Diploma Thesis

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Sworn declaration

I hereby declare under oath that the submitted Diploma degree thesis has been written solely by me without any third-party assistance, information other than provided sources or aids have not been used and those used have been fully documented. Sources for literal, paraphrased and cited quotes have been accurately credited.

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Linz, May 2016
Abstract

This diploma thesis examines the motives of individuals from western Europe who relocate self-initiated to emerging markets, especially to Indonesia. The empirical data set was carried out by studying the findings in literature. Therefore, ten interviews with people from western Europe who relocated to Indonesia were conducted. All interview partners had to fulfill similar criteria to enable the comparison of the interviews. However, the criteria comprise holding a university degree, living in Indonesia for at least one year already, having undertaken self-initiated expatriation and as stated above, country of origin has to be in the western part of Europe.

To different degrees, the findings in this thesis support the findings in existing literature that adventure seeking, escaping from home country and family reasons depict a key role in self-initiated expatriation. Some findings in this study, however, are contradictory to what has been found out in literature on self-initiated expatriation. The main reason for this contradictions is that research has mainly been done within self-initiated expatriates, who’s country of origin depicts an industrialized country and the destination country is an industrialized country as well. This thesis, however, puts focus on self-initiated expatriates coming from an industrialized nation and relocate to emerging markets, like Indonesia. For this, it could have been found out that career advancement and move for higher expected salary is, due to the emerging country aspect, not supported in this study.

Furthermore, a new, rarely researched phenomenon could have been detected. Self-initiated expatriates who relocate to Indonesia show a strong tendency towards entrepreneurship. This tendency is emphasized by three main aspects. First, self-initiated expatriates in Indonesia show a general, convincing desire to open an own business, second, they thrive for being their own boss and third, they are very affirmative towards risk taking. Moreover, they take the lower investment costs in the host country as opportunity to take entrepreneurial actions.
In conclusion, a combination of the above described motives additional to a general appeal to the host country and its culture constitute the major reasons for self-initiated expatriates’ motivation to relocate to emerging markets.

**Keywords:** Expatriation, Self-initiated expatriation, Indonesia, Comparative research, Semi-structured interviews, Cross-cultural study
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<thead>
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<tbody>
<tr>
<td>cet. par.</td>
<td>ceteris paribus</td>
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<tr>
<td>CV</td>
<td>Curriculum Vitae</td>
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<td>e.g.</td>
<td>exempli gratia</td>
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<td>etc.</td>
<td>et cetera</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>I.C.T.</td>
<td>Information and Communication Technologies</td>
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<tr>
<td>SIE</td>
<td>Self-initiated Expatriation</td>
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<td>SIEs</td>
<td>Self-initiated Expatriates</td>
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<td>AE</td>
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<td>AEs</td>
<td>Assigned Expatriates</td>
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<td>MNCs</td>
<td>Multinational Companies</td>
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<td>USA</td>
<td>United States of America</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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Part I

Theoretical foundation & literature review
1. Introduction

1.1. International Assignments

An international career is seen as an experience that broadens the employees’ minds and offers opportunities to affect one’s personality (Kohonen, 2005).

A main characteristic of the early 21st century is the rising flow of people throughout national borders due to globalization. There is a growing number of people choosing an international career on purpose or by obligation (MacMillan, 2013). However, the most common forms of expatriation are employees of multinational companies who are sent abroad for certain reasons, the so called assigned expatriates (AEs) (Doherty et al., 2011).

Expatriation has become a key role for today’s businesses as well as, well educated, mostly university graduates. What’s behind the term international assignment is well stated: “Expatriation foremost demands to relocate either with, or sometimes without the family; leaving home and country and temporarily resettling elsewhere; adjusting to a different cultural context and a new work environment – while at the same time effectively discharging one’s duties.” (Altman and Baruch, 2012, p. 233)

Baruch, in 1995 established a model, which explains a theoretical structure concerning foreign assignments. The push-pull theory describes occurring impetuses, influencing assignees pushing them towards or pulling them away from the destination country (Baruch, 2002).

The original theoretical framework of Baruch (2002) considers two dimensions which pushes / pulls the future expatriate either to temporarily migrate in the foreign country or otherwise to stay in the home country. The first dimension is the person’s environment such as their personal values, needs as well as their organizational milieu. Whereas the second dimension is the target environment including its culture, legal system and economy.
1.2. Assigned Expatriation (AE)

Within an AE the initiative to go abroad does not primarily come from the employee himself or herself but rather from the company that is operating internationally (Inkson et al., 1997).

Doherty et al. (2011) outlines significant motivators among AEs:

- Job and career ambition;
- The chance to gain career capital;
- Salary and
- The willingness of both partners to move beyond country borders as well as dual career considerations.

Long term assignments are still the most common form of expatriation lasting for at least one year (Doherty et al., 2011). This definition goes along with Inkson et al. (1997) where stating that AEs depict the largest role within foreign assignments and they do not induce their relocation on their own, rather they rely on their internationally operating employer.

Long term AEs\(^1\) are characterized by the move of the workplace as well as (very often) the residence to the host country for a certain period of time. Usually, the AEs are sent to support the establishment of a certain local subsidiary, the management tasks, local representation and knowledge- and respectively technology transfer (Brookfield, 2012).

\(^1\) As a synonym company-backed expatriates are mentioned in existing literature. However, as it is the most common, in this thesis the term assigned expatriates (AEs) will be used.
These long term AEs are commonly equipped with compensation packages. For the employee the most important component of such a package is considered to be the financial one (Jokinen et al. 2008).

These packages typically include providing assistance with housing in the host country, cultural training before departure and assistance during the expatriation. If the AEs are travelling with their family these packages moreover include finding a school for the children and providing healthcare (Warneke and Schneider, 2011). Many MNCs promote expatriation within their companies, as they are aware of the benefits of a successfully ended expatriation (Jokinen et al., 2008) but unfortunately numerous companies do not consider the return of the former expatriates as important as they should (Black and Gregersen, 1999).

After repatriation several employees feel abandoned by headquarter management as their gained knowledge and their experience has not been valued at all. Furthermore, their job in the home country is not satisfactory anymore, because often those employees had a lot more responsibility during their AE. This leads to a huge turnover rate of repatriated employees (Black and Gregersen, 1999).

2. The downstream of AE

There is a growing debate concerning the feasibility and value of the traditional expatriation in form of AE in the existing literature. However, Collings et al. (2007) found five key aspects underlining this debate:

(1) **Supply side issues**
MNCs are confronted with a lack of skilled employees who are willing to take an AE. There is a shortage in international managers for international firms, which constitutes a significant issue. For example, through the 9/11 attacks in the USA potential future assignees tend to remain unwilling against international travel.
Further influencing factors on the supply side issues are the trends of “dual career issues, the limited participation of women in international management, repatriation issues and weaknesses of talent management systems at the international level” (Collings et al., 2007, p. 200).

(2) Costs
Firms are affected by immense costs when it comes to AE, in more detail the costs are three to five times higher than the assignee’s home salary (Selmer, 2001). Furthermore, the lack of knowledge about the advantages and benefits of international assignments of MNCs contribute to cost savings in the sector of AE management (PricewaterhouseCoopers, 2005:9 quoted in Collings et al., 2007).

(3) Demand side issues
Due to a rapid growth of emerging markets (e.g. China, India, Eastern Europe) these countries have risen to “hot spots” for inward FDI. Obviously the demand for international managers willing to relocate in culturally and economically distant countries increases as well. The small pool of potential global assignees is insufficient compared with the expanding number of competing firms (Collings et al., 2007).

(4) Expatriate performance and expatriate failure
International assignment costs are exploding when it comes to expatriate failure, on the one hand direct affects through salary, training costs, travel, etc. and on the other hand indirect through damaged relations with host country organizations and loss of market share (Dowling & Welch, 2004 quoted in Collings et al., 2007).
(5) **Career issues**

The continuously changing nature of careers in an international view seems to be an important challenge for globally operating companies. Shifts in career nature affect the willingness to accept an assignment as well as the, with the willingness to accept associated conditions.

However, Collings et al. (2007) found out that with these challenges a trend towards self-initiated actions without any specific commitment to the organization can be pursued (Collings et al., 2007).

According to Collings et al. (2007) cost reduction and performance failure during the expatriation period as well as the demolition of the AE at an early stage lead to the refusal of sending employees to host countries within the MNC. Additionally, the problematic within the repatriation process of the former expatriates leads to the same consequence (Collings et al., 2007).

However, within the changing career patterns and the previously mentioned reasons of the refusal of AE, modern careers mostly take place independent of companies. The potential for working abroad is seen by individuals rather outside the organization than within the company (Suutari and Brewster, 2000).

3. **The boundaryless career**

The boundaryless career is the opposite of the organizational career concerning assigned expatriation, which has been predominant in past empirical research (Arthur, 1994; Carr et al. 2005).

It can be defined as job opportunities that go beyond the boundaries of single employment settings, which are mostly independent of employers in the home country and where individuals can proactively engage in employment contracts (DeFillippi and Arthur, 1994).
When individuals seeking for boundaryless careers it can be attributed to a proactive behavior and an international orientation (Carr et al., 2005) which is dependent on three main competencies: the knowing why (why do people decide for a boundaryless career), the knowing how (which skills and expertise) and the knowing whom (individuals who choose a boundaryless career need to be equipped with special experience and skills that have to be recognized by their network) (DeFillippi and Arthur, 1996). There is a remarkable change from traditional organizational expatriation to boundaryless careers, what can also be seen as an affect of the rapid changes in the employment sector. (Arthur, 1994).

For that reason, Arthur (1994) determined six different emphases and meanings within the boundaryless career:

1. Careers “moving across the boundaries of separated employers like the stereotypical Silicon Valley career” (Arthur, 1994, p. 296);
2. Careers like the one of academics that “draw validation – and marketability – from outside the present employer” (Arthur, 1994, p. 296);
3. Careers that “are sustained by extra-organizational networks or information” (Arthur, 1994, p. 296);
4. Careers where “traditional organizational boundary careers are broken” (Arthur, 1994, p. 296) regarding hierarchical reporting and advancement principles,
5. The meaning where individuals “reject existing career opportunities for personal or family reasons” (Arthur, 1994, p. 296);
6. The meaning dependent of the career actor, who may perceive a boundaryless future regardless of structural constraints (Arthur, 1994, p. 296).

The main motive for individuals who aim for a boundaryless career is commonly seeking independence from, rather than dependence of traditional organizational career principles (Sullivan and Arthur, 2006).
These six meanings or emphases by Sullivan and Arthur (2006, p.21) were later on divided into two groups:

- **Physical mobility:** “between jobs, employers or industries” as well as countries -applicable at meaning one and four (Sullivan and Arthur, 2006, p.21).

- **Psychological mobility:** this category describes the “perception of the capacity to make transitions” – in accordance with meaning two, three, five and six (Sullivan and Arthur, 2006, p.21).

However, the new career concepts within boundaryless employment still faces difficulties in how to evaluate, plan, review, analyze and promote them effectively (Arthur & Rousseau, 1996).

The boundaryless careers are scaling up and winning more and more importance within today’s expatriation literature (Collings et al., 2007). One major component of boundaryless careers are SIEs who depict a noteworthy number of expatriates who relocate without any home country based company background (Suutari and Brewster, 2000).

### 3.1. Self-initiated expatriation

Self-initiated expatriates (SIEs) (Jokinen et al., 2008) refer to people who expatriate themselves from their home country without the support of an employing company (Inkson and Richardson, 2010). In the study of Inkson et al. (1997) the initiator, the goal, the financing, as well as the career type differentiate the type of expatriation.

Al Ariss and Crowley-Henry (2013) determine SIEs as internationally mobile individuals who move without any assistance of a company, which is in accordance to the prior stated definition of Jokinen et al. (2008).

However, additionally, Al Ariss and Crowley-Henry (2013) state that SIEs relocate to foreign countries without being temporally limited.
SIE’s have to fulfill three main criteria to apply as Self-initiated expatriates (Selmer and Lauring, 2012):

1. SIE’s have to hold down a regular job,
2. they have to be foreign national and third,
3. they need to expatriate self-initiated without any assistance of a company in their home country.

There is a lot of existing literature concerning expatriate assignments but there is only little on SIE. This study is contributing to the literature on SIE, as individuals who are travelling abroad to find work on their own is still a widespread phenomenon (Suutari and Brewster, 2000). Inkson et al. (1997) is the recurring source cited in almost all literature on SIEs. SIEs are considered differently to AEs as they act autonomously, they value the cultural experience and the opportunity for personal learning and are considered self-reliant (Inkson et al., 1997).

Although this thesis is dealing with self-initiated talent flow (university graduates or experts), the term SIE includes a broad range of other important subgroups as Suutari and Brewster (2000) found out in their research on a group of Finnish foreign workers:

- **Young opportunist**s (Inkson et al., 1997) include people who are normally in the early phase of their career and leave home for travel-, work reasons as well as tourism (Suutari and Brewster, 2000).
- **Job seekers** who are dissatisfied with their career opportunities in the home country (Suutari and Brewster, 2000).
- **Officials** working within international organizations such as the European Union(Suutari and Brewster, 2000).
- **Localized professionals** represent the group of former assigned expatriates who completed their expatriation and decide to seek for a permanent job in the host country(Suutari and Brewster, 2000).
- **International professionals** are people having a longer experience in working internationally and often are seen as the global specialists (Suutari and Brewster, 2000).
• Dual career couples often try to apply for jobs in the host country of their partners (Suutari and Brewster, 2000).

Furthermore, controversial to AEs, where traditionally the vast majority are male managers in the age of 35 to 40 years (Brookfield, 2015), they found out females to be more likely to be SIEs. Often they have a partner abroad, which is the result of dual career couples as well as the fact that women demand to be sent abroad but mostly within their company group (Suutari and Brewster 2000; Fischlmayr, 2002). Furthermore, Suutari and Brewster (2000) claim SIEs to be often slightly younger and more often to be single compared to AEs. Evidently this is related to their motives.2

3.1.1. SIEs openness towards internationality

Today’s business is different to the stereotypical view of business that is anchored in people’s minds. Multinational companies have undergone a massive change from traditional manufacturing companies to mainly service oriented firms where competition does not majorly take place within technology any more, but within the capabilities of employees. (Birkinshaw, 2005). The reasons why the abilities of employees are absolutely essential for the company in order to make profit, comes from the fact that internationality of employees, and so the exchange of talents and their know-how became a crucial factor in recent years (Mahroum, 2000).

However, this demand for international personnel endows SIEs with some beneficial characteristics for future employers in host countries. Those individuals with prior self-initiated international experiences acquire a vast amount of skills, such as: interpersonal -, communication skills but also personality, self-confidence and they gain a global perspective (Inkson and Myers, 2003).

2 What does exist but will not be further discussed within this thesis is the form of SIEs who are assigned by companies but the initiative to relocate comes from the individuals themselves (Jokinen et al., 2008).
Furthermore, individuals who have undertaken SIE or any other form of international activity already, have been found out to show a higher self-awareness of their inner strengths and weaknesses and are exactly conscious of their market value (Suutari and Mäkelä, 2007).

All characteristics that contribute to individuals’ success in work life can be categorized under the term career capital. Moreover, in international contexts individuals’ career capital is crucial for company success and can increase through education and international experiences. In terms of SIEs career capital arises from their own willingness to take full responsibility when undertaking SIE. Thus, they are individually required to define what success means to them and moreover they, need to take initiative to set their career objectives (Hu and Xia, 2010).

Suutari and Mäkelä (2007) furthermore, stress that besides of the above mentioned advantages, individuals internalize “general management” and “international management” abilities, which are useful in future international contexts as well as within domestic employment. Aside from what individuals gain personally, they are especially driven by the challenging nature of the host environments, the great level of autonomy they enjoy as well as certain cultural differences. All those driving forces were found out to improve individuals’ career capital (Suutari and Mäkelä, 2007).

3.1.2. SIEs or migrants – differing the terms

Both, the term migrant and the term SIE are used in the expatriation literature and both describe individuals who move through their own agency across borders (Al Ariss, 2010).

Given the fact that these terms are not used as a synonym, Baruch et al. (2007) explains that the term migrant is normally used when people from developing nations move towards developed countries. He furthermore states that this is mainly witnessed from Asian countries to North America and Europe (Baruch et al., 2007).
Moreover, the term migrant seems to always include a certain consequence of a prior necessity to move abroad (Baruch et al., 2007; Al Ariss, 2010). This explanation does not always find validity as, on the one hand, many migrants decide to reside in the more developed nation for economic - or cultural reasons. On the other hand, SIEs also often stay in their host country longer than previously planned and as a result they become permanent migrant workers (Al Ariss, 2010).

Compared to migrants, SIEs are seen as “more internationally mobile and, as such, benefit from the privilege of self-initiating their international mobility” (Al Ariss and Crowley-Henry, 2013), so in fact SIEs are associated in a more positive way as they are accustomed to as well as motivated to interact with host country nationals (Peltokorpi and Froese, 2009).

Additionally, as specified by Al Ariss & Crowley-Henry (2013), the expression migrant is commonly used when it comes to work experiences of uneducated and unskilled individuals, again from less developed countries.

Al Ariss and Crowley-Henry (2013) established certain characteristics which significantly contribute to the discrimination of migrants and SIEs. They outline the following six characteristics:

1. Country of origin
   • Either ethnic minorities from Asian and/or African countries, Mexico, Middle East and so on, or people from developed countries as Europe and the United States.
2. Gender
   • Number of participating men that are denoted in the sample contribute to the differentiation.
3. Education and skills
   • Skilled and educated versus unskilled and non educated mobility.
4. Job positions
   • Workers, self-employed individuals.
5. Period of international mobility
   • Longer terms and permanent.

6. Destination countries
   • Western Europe, USA Australia, New Zealand, Canada.

According to those six characteristics Inkson and Myers (2003) as well as later on Carr et al. (2005) found out SIEs to be seeking for financial, personal, family, as well as career advancement and furthermore, they search for adventure and improved lifestyle. Even though career success and advancement is less important to SIEs as it is to AEs (Al Ariss & Crowley-Henry, 2013), it is an important aspect related to the knowing-why, -how, and –whom competencies and the drivers behind the decisions to relocate (Cao et al., 2012). Ng et al. (2005) describe career capital as educational, personal and professional experiences and this vice versa leads to career success.

As the focus is set on highly educated individuals, SIEs possess career capital (Al Ariss & Crowley-Henry, 2013) and as a result the career capital is related to three appearing forms of knowledge: “The knowing-why, knowing-how and knowing-whom competencies” (DeFillippi & Arthur, 1996).

This is of high importance in the case of SIE as the knowing-why competency determines the driving motives of the SIEs whether and where to go (Carr et al., 2005). The knowing-how competency entails the individuals’ knowledge, in detail the skills and education as well as work experiences of the SIEs. The knowing-whom competency deals with professional networks that assist SIEs in order to advance their international careers (Al Ariss & Crowley-Henry, 2013).

Inkson & Arthur (2001) stress that those three competencies described above are interrelated so each of them influences the others, resulting for example in a higher or lower motivation to relocate in the form of SIE.
3.1.3. The change in individuals’ careers

To get insights to the motives of SIEs and their reasons to relocate without any assistance of a company (compared to AEs) Schein (1996) explained the change in individuals’ minds. He clarifies this change in employees’ or managers’ minds by so called career anchors which are determined by people’s “self-perceived talents and abilities, basic values and the evolved sense of motives and needs as they pertain to the career.” (Schein, 1996, p.80).

This is in accordance to Thung (1998) who states that through this previously mentioned change, internal careers of expatriates have become a superior characteristic and external careers have become less important. Internal career is a subjective way of thinking, where life will lead an individual, and external career is the progress within a company’s hierarchy. Furthermore, people who tend to international careers do not stick to a single job in a single, specific company any more, they rather seek for opportunities in various jobs in different companies (Schein, 1996).

If a person’s self concept is formed, it stabilizes and becomes a person’s anchor. If the anchor is to follow the perception of an internal career path, the likelihood to choose a self-directed career and to become a self-initiated expatriate is a likely one (Thung, 1998).

The study of Richardson and Mallon (2005) on self-directed expatriates shows five key motives that pushed individuals to relocate.

The first and dominating characteristic is to experience adventure and travel (Richardson and Mallon, 2005). In their article they state that the age as well as gender did not make a difference within this motive.

The second motive which they elaborated in their study is the expatriation for life change. Furthermore, they found out that expatriation for family reasons, expatriation to enhance career opportunities and expatriation for financial reasons were significant motives within self-directed expatriation careers (Richardson & Mallon, 2005).
3.1.4. SIEs and their motives to take initiative

SIEs are fully autonomous in order to take responsibility to relocate, start a career in the host country as well as to manage and organize their relocation. In order to do so they need to define success and their motivational goals on their own (Hu & Xia, 2010).

Jackson et al. (2005) found five key components that explain the main motives of SIEs – economy, career, family, lifestyle and culture and later on Thorn (2009) elaborated a total of 31 sub motives that contribute in the case of SIE. Moreover, he discovered a sixth main motive, the political environment which can be added to the original five. Those sub motives concern the home as well as the host country (Thorn, 2009). However, a total of six main motivators determine current literature (Richardson and Mallon, 2005; Thorn, 2009).

They found out that desire for adventure can be classified into three sub categories, which are: the desire to see more of the world, search for new experience and desire for an adventure / challenge (Richardson & Mallon, 2005). Regarding SIEs who seek for adventure, some major drawbacks could have been detected as well. Therefore, precarious job situations were mentioned to count as drain of energy. Thus, while new adventures give SIEs an energy push, such precarious situation, like a fear losing the job in the host country reduces the freshly gained energy towards the SIE (Richardson and Mallon, 2005). Within adventure seeking, the previously mentioned sub category of experiencing something new is said to be closely linked to the second motive for relocation - life change. This implies that a certain feeling of needed life changes or the desire to escape from unsatisfying circumstances in the home country, is hardly separable from exploring something new (Richardson and Mallon, 2005).

The term escape from home country comprises two main forms in which escape may appear. First, it might appear due to unfavorable conditions in individuals’ personal life, meaning circumstances that make future SIEs unwilling to reside in the home country. Second, a desire to escape can appear because of issues that appear in an individual’s job in the home country (Richardson and McKenna, 2006).
Location factors, like the host country’s economy was found out to influence the motivation of SIEs whether to expatriate or not. Host countries with economic prosperity and economic advancement tend to be most appealing for SIEs as the perception of better career opportunities go hand in hand with economic boom of several destination countries (Doherty et al., 2011). It has to be mentioned that career issues, specifically career advancement and benefits show significance for both, SIEs as well as AEs, although, it only depicts a key role for AEs (Dickmann et al., 2008). Richardson and Mallon (2005) in their study on British SIEs confirm that individuals rarely undertake SIE to enhance their career opportunities. Only one participant out of 14, in their study, admitted to having expatriated in order to boost her career (Richardson and Mallon, 2005).

Lifestyle and culture as a motive to undertake SIE was found out to be of more significance (Jackson et al., 2005). While culture mainly acts as a pushing characteristic of the host country, lifestyle often constitutes a pull factor towards staying in the home country (Jackson et al., 2005). Furthermore, culture is closely related to the desire to explore something new, which depicts a sub category of adventure seeking (Richardson and Mallon, 2005). People who plan to relocate self-initiated are often very keen on undergoing a cultural change when moving to foreign nations (Doherty et al., 2011). To the contrary, Carr et al. (2005) found out SIEs to be more willing to move to culturally similar countries as their home countries.

However, the political environment in the home and host country was, as previously mentioned, added to the main motives for relocation (Richardson and Mallon, 2005) and family reasons have been broadened to relationships and social networks (Thorn, 2009).

He furthermore argues, that political factors can influence future SIEs in both ways, either they push them towards the host country or pull them away from moving there. Explained more particularly, a preferred political climate in the home country might let individuals refrain from relocation and vice versa (Thorn, 2009). The political environment and family as motives for relocation will be further discussed in the upcoming chapter.
Anyway, SIEs, as aforementioned, have different motivational concepts compared to AEs. For that reason, Barry (1998, quoted in Inkson and Myers 2003) identifies three motivational components of SIEs to relocate:

(1) The Explorer: This person shows characteristics to general exploration in order to see the world;

(2) The Goal – Seeker: Defines the person who is aiming for specific career goals;

(3) The Escaper: A person trying to escape from an undesirable personal situation or work at home.

While the topic of push / pull factors for AEs were already discussed early in this study the same model can be illustrated for SIEs.

The basic framework of Baruch’s considerations are the two dimensions which pushes / pulls the future SIEs either to temporarily migrate in foreign countries or otherwise to stay in the home country.

- The person’s environment such as personal values, needs as well as their organizational milieu.
- The target environment including its culture, legal system and economy.

During the last 20 years after revisiting this concept, a third dimension was added, the transnational context. The transnational context has become an important factor, as globalization is one key element in the 21st century.

This third dimension suits the consideration of “being global” which inherits that future SIE’s are also confronted with the fact that this creates, drives and enshrines expectations and enacts agency.
4. Current issues on SIE

Several years ago when university graduates started their careers in their home countries, their, through their studies, gained knowledge has been kept within national borders. However, through the uprising globalization and the falling borders, highly skilled individuals tend to leave their home countries in order to live and work abroad for the rest of their life. National governments, though, set high priority on the development and retention of qualified inhabitants in their countries. Countries and the government loses important human capital in which they invested tremendous amounts of money for their education (Domina, 2005) through “brain drain”. This happens, when knowledge workers leave their home country to immigrate in a different country, several underlying reasons seem to be prevalent for the individuals’ decision.

Hall (2005) mentions wage differentials and income differentials, as well as other, non economic reasons to appear. He claims that expected income differentials can be main motives for such individuals to emigrate. Non-economic factors are, according to Hall (2005), family ties, friends and culture which can either pull individuals to stay at home or to emigrate.

4.1. Brain drain and brain gain

Brain drain was already explained in the upper section and refers to the home country’s loss of educated humans who immigrate to a foreign nation. Thus, brain gain refers cet. par. to the individual’s immigration in a foreign country, which immensely benefits from the knowledge transfer (Hall, 2005). Mahroum (2000) illustrates the main mobility drivers related to brain drain and brain gain.

He distinguishes between brain exchange and brain waste. The brain exchange calls for a knowledge exchange channel that is directed in both, the source country as well as the receiving country.
Whereas the brain waste describes the waste of skills of talents, due to an employment situation where the skills of this individual are not used for the job (Mahroum, 2000). Richardson and McKenna (2002) found four metaphors for reasons to emigrate, explorer, refugee, mercenary, architect. Whereas three of the four, specifically, the explorer, the mercenary and the architect relocate to gain something in the foreign country (Richardson and McKenna, 2002). However, the factors that the previously named metaphors can gain from such a relocation with the intention to migrate in the host country are well established by Carr et al. (2005). They elaborated five distinct categories that encourage migration of SIEs:

**Economic factors**

Carr et al. (2005) explain economic disparity to be a major influencing factor why skilled individuals decide to move to economically well developed countries. Furthermore, they observed a tendency for movement towards countries with higher wages. Educated people from Indonesia are likely to leave their country and immigrate in an industrialized nation (Djalal, 2001).

**Political factors**

The political environment in one’s home country depicts a key role for many skilled individuals to emigrate. However, also the political climate in the host country assists the brain drain and brain gain. If e.g. skilled workforce suffers from political instability or from the feeling, that politics is not aiming for economic growth in their home country, they seek for countries providing less obstacles in terms of immigration criteria, freedom and taxation (Carr et al., 2005).

**Cultural factors**

A clear tendency of migrants who preferably relocate to places that are culturally similar to their home country was found by Carr et al. (2005). Analogous, Howe-Walsh and Schyns (2010) argue that host countries showing cultural similarities to one’s home country are more appealing to SIEs in order to reside.
Family factors

As above mentioned literature illustrates that brain drain is a major topic especially in less developed countries, as skilled individuals emigrate from those countries. Particularly, family factors turn to play a key role in (South-) East Asian countries which are culturally collectivistic oriented. Hence, educated people coming from (South-) East Asian countries were found to mainly move to countries with better economic status due to family reasons. Family reasons, in this context, constitute either to give their children chances for a better education abroad or to bring family members or their spouse, who are still living in the home country, to the host country (Chang, 1992).

Career factors

Carr et al. (2005) distinguish between two types of career factors influencing brain drain. First, future professionals relocate to foreign countries to obtain university degrees and never return to their home country. Second, skilled individuals who immigrate to countries with better career opportunities.

4.1.1. Personal gains as motive for SIEs relocation

As frequently cited in current literature SIEs are far less career oriented compared to AEs. SIEs mostly do not take their decisions whether to undertake SIE or not because of career advancement or career related aspects in general (Doherty, Dickman and Mills, 2011; Altman and Baruch, 2012).

On the contrary SIEs put personal gains forward and the main job itself is not the major value added component in their action taking. (Altman and Baruch, 2012; Rogers, 2013).
Rogers (2013) outlines six of the most demonstrative personal gains that SIEs indicate as main motives of their relocation:

1. **Renewed life purpose and direction**
   Many individuals who relocate self-initiated tend to seek for a new direction in their lives. Furthermore, they strive for a real purpose in their life.

2. **Freedom from social and cultural pressures**
   Going abroad to different countries with different cultures gives people a sense of anonymity. It let’s them explore themselves and their surroundings from a new angle and view. Individuals then feel free from being pushed into their former and mostly original culture.

3. **Autonomy**
   It is the ability of stepping out of other people’s expectations about oneself, how someone is expected to behave in a certain culture or in a specific surrounding. SIEs often perceive this gained freedom as higher autonomy.

4. **Emotional and cultural flexibility**
   Individuals exploring other cultures have increased self-awareness as well as a higher level of cultural understanding. SIE’s are often equipped with tolerance, acceptance and deep connection with others.

5. **Self-acceptance**
   Starting to accept oneself with the mistakes that might have been made in the past. The goal to learn from those mistakes in a new desired environment with all the changes and differences for the SIEs personal gains.
(6) **Understanding the importance of non-material rewards**

As stated above career advancement and job related aspects do not belong to SIEs main motives (Doherty, Dickman and Mills, 2011) but what they expect to learn from living and working in foreign countries and different cultures.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Influencing factors</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person’s environment</td>
<td>Values, needs, organizational milieu</td>
<td>Pushes / pulls SIEs towards or against relocation</td>
</tr>
<tr>
<td>Target environment</td>
<td>Culture, legal system, economy</td>
<td>Pushes / pulls SIEs towards or against relocation</td>
</tr>
<tr>
<td>Transnational context</td>
<td>Globalization (being global)</td>
<td>Pushes / pulls SIEs towards or against relocation</td>
</tr>
</tbody>
</table>

*Table 1: Push Pull Theory according to Baruch (2002)*

An alternative approach is considering economic factors, career style, family, lifestyle, cultural distance and political environment (Jackson et al., 2005).

Jackson et al. (2005) conducted a study in New Zealand about the dynamics of talent flow and suggested that lifestyle and family count as pull factors towards remaining in the home country whereas career, culture and economy tend to support the self-initiated expatriation (push factors).
Within this study the significant term “Glocality”\(^3\) was brought up, which refers to the economic prosperity and local context (Jackson et al., 2005). This underlines the fact that SIEs have their own power in making their decisions in which host country to relocate according to the economic and cultural attractiveness (Doherty, 2013). However, based on the assumptions, these findings would expect SIEs to relocate in economically, well established countries.

### 4.1.2. Self-initiated expatriation and HRM

SIEs take their own decisions to relocate to foreign countries and are so self-reliant for their adjustment and acculturation (Howe-Walsh and Schyns, 2010). Contrary to the statement of Howe-Walsh and Schyns, Aycan (1997) argues that the more assistance the host country firm provides for the self-initiated expatriate, the faster he or she will be able to adjust to the company work standards that are expected from him or her. Different to AEs, where expatriate assistance can be provided prior to departure as well as during the assignment, within SIEs assistance can mainly only take place after his or her arrival in the host country (Howe-Walsh and Schyns, 2010). Black et al. (1991) expounded different types of adjustment in the host country where local HRM can intervene. They categorized the adjustment process in “\textit{work adjustment, adjustment to interaction with host nationals and adjustment to general environment}” (Black et al., 1991, p. 304).

Howe-Walsh and Schyns (2010) furthermore argue that preparation trainings that would have been conducted prior to the SIEs departure now have to be done on site and this is the reason why HRM puts more emphasis on the right selection of the future SIEs. The selection process in the case of SIEs, stresses for applicants with excellent cross-cultural skills and preceding foreign experiences.

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\(^3\) Glocality refers to the link between globalization and local adaption. It is furthermore an adjustment to local cultures in foreign markets (Carr, 2004).
Whereas the latter one is easy to assess from a CV, cross cultural skills are hardly measureable (Howe-Walsh and Schyns, 2010). A second HRM tool that applies within SIE is mentoring and targets the SIEs cross-cultural awareness (Black and Mendenhall, 1990).

5. Global staffing in emerging markets

On the one hand MNCs are facing the issues of costs, career as well as demand-/ supply-side issues and expatriate failures as aforementioned. As a consequence, the traditional organizational expatriate is forcibly a receding trend (Collings et al., 2007), and alternative forms like SIE has gained importance within foreign assignments.

On the other hand, companies suffer from a shortage of employees who are willing to take an international assignment in terms of company assignments.

There is a rising number of individuals taking alternative forms of expatriation as more value adding for their own career opportunities and development (Collings et al., 2007). Furthermore, the repatriation and reintegration process often constitutes as problematic as the returning expatriates do not get adequate jobs and the (expected) jump in their career fails to appear (Collings et al., 2007).

The outcome of this is a noteworthy trend inter alia towards SIEs who have probably different motivations than traditional assignees and are responsible of their own financing as well as their establishment in the host country (Collings et al., 2007). However, the existing trend of SIEs taking initiative gains importance and according to existing literature there is a shift from SIEs going to industrialized countries to relocating to so-called emerging markets as they play a key strategic role in near future (Cheng and Yeh Yun Lin, 2009).
There is evidence that daily activities within MNCs are becoming more and more global and are already prevalent today. Consistent with the literature from Cheng and Yeh Yun Lin (2009) over 80 percent of world trade comes from developing and newly industrialized countries – emerging markets.

“The Department of Commerce in 1994 initiated the classification of “Big Emerging Markets Policy” identifying these countries as markets that will represent fast growing markets and as having the largest market potential in the 21st Century. These emerging markets are characterized by lower levels of economic development but rapidly expanding population bases, economic growth rates in annual GDP of 5–10 percent, and an acceptable opportunity/risk ratio to attract investors” (Garten, 1997b quoted in Harvey et al., 1999, p169).

To get better insight on what depicts an emerging country, Brookfield Global Relocation Services (2012) defined several characteristics the host country must fulfill to apply as an emerging country:

- Housing options are limited (or non-existent);
- Education options are limited (or non-existent);
- Power and water supply infrastructure is unreliable;
- Medical facilities are rudimentary;
- Transportation is difficult;
- Language barriers are significant;
- Security is a challenge;
- Cultural differences are vast;
- Governmental or regulatory environment is difficult to navigate;
- Currency restrictions complicate day-to-day transactions;
- Assignee recruiting is inhibited due to difficulties associated with the location.
Regarding what the future expatriate is seeking for when accepting an assignment abroad, Brookfield (2012) found out the following:

- Availability of housing;
- Availability of schools;
- Viability of an alternative living site for family members;
- Quality of life for accompanying family;
- Past assignee experience;
- Acceptance of limited/no spouse / partner work option;
- Challenges of limited social or assimilation opportunities;
- Family security

- are major elements of consideration for future AEs (Brookfield, 2012). The bullet points that describe the expectations of future expatriates regarding their host countries, similarities in expectations can be drawn. Almost all considerations when relocating into emerging markets or relocating to developed nations are equal (Brookfield, 2012). Moreover, there are some important facets companies have to consider when assigning individuals to emerging markets. Besides of traditional expatriation packages as aforementioned, organizations have to provide some extra assistance as the adjustment to emerging markets often displays a more complex situation than a traditional AE (Bodur, 1999). However, this additional assistance includes for example facilitation of adjustment to social life in the emerging market. A commitment to social life is a key strategic factor as individuals try to maintain their self-identity more than ever when being on expatriation (Bodur, 1999).

Nevertheless, there have to be advantages for companies, why they send employees to emerging markets. In the study of Li and Scullion (2010) on local competence of expatriate managers for emerging markets the main attention is drawn on the lack of knowledge (local economy, politics, culture, business customs, information on local demands and taste or how to access the labor force).
To gain this knowledge about the emerging market and as a next step to use it as a key strategic element for company success, they appeal to the necessity of sending individuals on AE to these markets (Li and Scullion, 2010). However, movement to emerging markets by AEIs does exist and was already determined within the survey of Brookfield (2012). For example, they state that such assignments to emerging markets are already very common within the oil and gas industry (Brookfield, 2012). Whereas, some literature on AE in emerging markets can be found, there is a huge dearth of literature on SIE in emerging markets.

6. Indonesia’s need for educated global workforce

Indonesia counts as many as some 2000 institutions for higher education in 2015. Compared to 1950 where ten institutions existed (Higher Education: Indonesian universities and degrees, 2015). The number of institutions nowadays might let one assume that there is no need for foreign workforce in Indonesia. However, those institutions mostly do not hold certain international standards in terms of higher education. Indonesia is going through a transformation process from an agrarian country to a more and more industrialized economy, with greater global influence (Irandoust, December 2013).

Irandoust (December 2013) furthermore points out the visible mismatch between what is thought at Indonesian universities and what the market strives for. As a consequence, Indonesia suffers from a shortage of skilled professionals to be employed as managers for local companies, depicting a major issue within Indonesia’s HR- and talent management.
Although Indonesia is lacking in highly educated citizens, its number of expatriates is quite low compared to other Asian as well as non Asian countries, as the following Chart shows (Afrida, 2012, January 16).

Illustration 1: Expatriate take-up by sector

<table>
<thead>
<tr>
<th>Top 10 countries by visiting, temporary and permanent stay visas (excluding tourists) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. China</td>
</tr>
<tr>
<td>2. Japan</td>
</tr>
<tr>
<td>3. South Korea</td>
</tr>
<tr>
<td>4. India</td>
</tr>
<tr>
<td>5. Malaysia</td>
</tr>
<tr>
<td>6. United States</td>
</tr>
<tr>
<td>7. Australia</td>
</tr>
<tr>
<td>8. Philippines</td>
</tr>
<tr>
<td>9. United Kingdom</td>
</tr>
<tr>
<td>10. Singapore</td>
</tr>
</tbody>
</table>

Illustration 2: Top 10 countries by visiting, temporary and permanent stay visas
Foreign workforce was, and is still a major topic in Indonesia’s economy. As it is an emerging market (Gartner, 1996), Indonesia was in desperate need of skilled and educated people. In the last ten to 15 years, companies hired well educated staff from western countries to fulfill tasks mainly in management positions. However, in the last three years Indonesia denoted a decline of expatriates due to the ongoing economic slowdown (The Jakarta Post, 2014). Another reason why the number of foreign workers in Indonesia is declining is that the local government introduced stricter rules in order to get a working visa as well as to obtain a work permission.

An Indonesian government speaker said: “When there is a request to bring foreign workers to Indonesia or someone is applying for a working visa we will consider how much benefit it will bring to the local workers. If it doesn’t suit our needs, we will reject it.” Watson (2012) sees the lack of proper university education in addition to the government approach to reject foreign educated workforce as one major problem that Indonesia currently faces.

Due to those regulations, the number of individuals who officially and legally work in Indonesia, respectively the number of AEs as well as SIEs, is declining but the number of SIEs who come to Indonesia is still on the rise. This contradiction can be explained by the many SIEs who hold a proper visa in Indonesia but have to work illegally due to government restrictions as they do not obtain the necessary working permit certificate (The Jakarta Post, 2014).
7. Question of Research

Since the existing literature on expatriation is mainly considering AEs and less research has been conducted on SIEs, there is an increasing necessity to provide such literature examining SIEs. Moreover, there is already sufficient literature on AEs being sent to emerging markets but the literature on skilled SIEs who seek for employment in emerging markets is almost completely missing.

However, according to Garten (1996) who defines 10 countries worldwide showing the highest growth potential (including e.g. China, Indonesia and Taiwan) and so illustrate the major emerging markets, the research question can be defined as following:

“What are the motives of Western European, self-initiated expatriates to relocate to emerging markets, especially to Indonesia?”

According to the research question stated above, following questions arise to be interesting:

*To which extent does SIE take place to emerging markets, in particular to Indonesia?*

*What factors make Indonesia an attractive place for SIE?*

The study should especially conduct Indonesia as it shows great potential in future market growth. On the one hand the service sector e.g. through the rising tourism as well as on the other hand their production sector is gaining importance (Garten, 1996). Obviously, although challenging, it would make sense to conduct future research on all emerging countries, as each emerging market indicates its own needs and requirements. However, the focus will be on Indonesia as an emerging market for two reasons:

Compared to other emerging markets like China, there is only very little literature existing on Indonesia and conducting all emerging markets would go beyond the scope of this thesis.
8. Aim and structure of the thesis

The aim of this thesis is to find out about the motives of highly skilled SIEs. Why they are opting for an international career in an emerging market like Indonesia. The results should contribute to the literature of SIEs motives to undertake initiative towards emerging countries.

The results should therefore help to draw a conclusion if motives do exist which have not been considered in previous literature on expatriation before.

Furthermore, as the literature on SIEs undertaking expatriation in regions where economic prosperity is predominant, this thesis aims for a better understanding of SIEs who follow the current trend and relocate to countries with a high potential for becoming strategic economic regions in the world.

However, through this study potential future SIEs can gain better knowledge of the motives of former SIEs and can additionally shape their expectations for starting a self-initiated career in such markets. Second, companies located in emerging markets can find out about what attracts SIEs to relocate and by this they might be able to attract talents to become a self-initiated expatriate.
Part II
Empirical Study
# 9. Methodology and empirical design

This chapter describes the methodology and empirical design used in this study to combine theoretical frameworks with practical research.

Bryman and Bell (2011) indicate to conduct business research either by choosing a qualitative or a quantitative method. The following table highlights the most important characteristics of both:

<table>
<thead>
<tr>
<th>Qualitative Research Design</th>
<th>Quantitative Research Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Words</td>
<td>Numbers</td>
</tr>
<tr>
<td>Points of view of participants</td>
<td>Point of view of researcher</td>
</tr>
<tr>
<td>Researcher close</td>
<td>Researcher distant</td>
</tr>
<tr>
<td>Theory emerging</td>
<td>Theory testing</td>
</tr>
<tr>
<td>Process</td>
<td>Static</td>
</tr>
<tr>
<td>Unstructured</td>
<td>Structured</td>
</tr>
<tr>
<td>Contextual understanding</td>
<td>Generalization</td>
</tr>
<tr>
<td>Rich, deep data</td>
<td>Hard, reliable data</td>
</tr>
<tr>
<td>Micro</td>
<td>Macro</td>
</tr>
<tr>
<td>Meaning</td>
<td>Behavior</td>
</tr>
<tr>
<td>Natural settings</td>
<td>Artificial settings</td>
</tr>
</tbody>
</table>

Table 2: Differences between qualitative and quantitative research methods (Bryman & Bell, 2011, p 410)
Contrary to qualitative research methods the quantitative research describes the variability of one or more characteristics by defined assignment of numerical values. Due to easier processing of quantitative data it can be used for larger samples than qualitative research (Albers et al., 2009). Furthermore, qualitative research can be conducted autonomously whereas quantitative methodologies require qualitative data collection beforehand (Kleining, 1982). A fundamental difference between the two approaches lies in the form of how generalizable the findings are (Albers et al., 2009).

Whereas qualitative research focuses on verbal, non-numeric data such as personal experiences, impressions and opinions, quantitative research design centers larger numbers of standardized answers that can be statistically analyzed (Bortz and Döring, 2002, p.295). Qualitative research design offers the possibility of conducting interviews to research past, current and future plans, personal opinions and experiences. Within the qualitative research several interview methods can be used. Whereas structured interview guidelines have rigorous sets of pre-defined questions where digressions are strictly forbidden, semi-structured interviews leave freedom for new ideas and questions to be introduced while the interview takes place. A better approach towards flexibility during the interviews can be established through semi-conducted interviews (Bortz and Döring, 2002, p315). In this thesis the semi-structured interview seems to be the most appropriate tool as inner feelings, real opinions and insights to experiences should be revealed by the interview partners. Furthermore, Bortz and Döring (2002) advice researchers to first study theoretical background information. According to this, the researcher frames a set of open ended questions, creating a certain structure for the interviews and the analysis – the interview guideline (Bortz and Döring, 2002). This study applied the described procedure of semi-structured interviews and for this, the developed guideline can be found in Appendix I. Therefore, and due to the fact that the motives of SIEs who relocate to Indonesia is a very neglected topic in literature, the qualitative research design and semi-structured interviews are regarded highly suitable for numerous reasons. The scarce literature on SIEs to emerging markets including Indonesia as a completely disregarded topic does not allow quantitative research design.
Due to this specific research area quantitative data collection would only be appropriate for testing hypotheses and to deviate various plotlines (Bamberg and Baur, 1998). The question of the motives of SIEs who relocate to Indonesia affords a rich, deep data analysis at first hand that also includes contextual influences of SIEs. The qualitative approach aims for determining a research question rather than proving or disproving existing concepts. The qualitative design offers more flexibility towards the exploration of the SIEs’ thoughts and feelings about different situations.

Therefore, Bortz and Döring (2002) claim that semi-structured interviews have to be held face-to-face and individually. This study will conduct the interviews on-site, face-to-face and furthermore as suggested by Cropley (2005) the interviews will be held in a, as far as possible, familiar surrounding. The interviewees are encouraged to talk freely but will be, to a certain degree guided by the interviewer in order to not lose focus (Bortz and Döring, 2002). However, in order to build trust, the first interview question has to be constructed more informal (Bortz and Döring, 2002). For this reason, the first question in this thesis will not follow the commercial interview guidelines and so the demographic questions will be asked towards the end of the interviews. Bortz and Döring (2002) furthermore recommend to record the interviews and to transcribe them afterwards to facilitate data analysis.

To interpret the context of the interviews, a qualitative content analysis according to Mayring (2003) is applied. Within the content analysis the data is summarized, explicated or structured (Mayring, 2003, p.58). A further step implies the shortening, categorization and generalization as well as a comparison of the data (Bortz and Döring, 2002, p.332). This thesis again follows those provided path of research methodology and data analysis.


9.1. Sample description

In order to analyze the motives of western European SIEs who relocate to emerging markets, especially to Indonesia, interviews in Indonesia are held.

In total, ten interviews are conducted to support the thesis. All interview participants meet the following criteria:

- They all have to be passport holders of a western European country;
- All interviewees have to hold a university degree;
- Each participant has to have undertaken SIE to Indonesia;
- They have to live in Indonesia at least for one year already and furthermore, they have to hold a working permit (working visa) in the host country.

Within this study the skilled individuals’ nationality plays a key role, as the SIE has to take part from an industrialized country to Indonesia. In face of this research the interview participants have to be western European nationals and their planned expatriation duration has to be at least one year or longer. In order to establish a common basis within the interview partners, the decision to interview western Europeans who already hold a working permit (working visa) was made. However, mainly to get an insight into western Europeans’ motives and drivers who act as SIEs in emerging markets like Indonesia depicted a major role why this sample was chosen.

What limits the sample once more, is that each interviewee has to have a university degree to be able to better analyze the underlying motives and to establish reliable findings. In this thesis it is attempted to find a balanced set of female and male interviewees. However, according to a lack of female SIEs that could have been found for this research, eight male- and only two female participants are interviewed. A broad age range was striven for in this study in order to find out if age represents an influencing factor within this topic. All of the above mentioned requirements that the interviewees have to fulfill are met within the ten participants.
The aim of this empirical study is to find out about the motives of western Europeans who undertake SIE to emerging markets, especially to Indonesia. The study emphasis on Indonesia as literature is scarce within SIEs relocating to emerging markets. Current research mainly deals with SIE from- as well as to industrialized countries. However, the goal in this thesis is to find out similarities with existing literature and possible differences when moving to emerging markets and not to industrialized countries.

9.2. Overview of respondents

<table>
<thead>
<tr>
<th>Date of Interview</th>
<th>Nationality (Age)</th>
<th>Gender</th>
<th>Level of Education</th>
<th>Previous International Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/07/15 (R1)</td>
<td>Germany (29)</td>
<td>Male</td>
<td>University Graduate: International Business</td>
<td>Yes (USA, Netherlands)</td>
</tr>
<tr>
<td>10/07/15 (R2)</td>
<td>Germany (39)</td>
<td>Male</td>
<td>University Graduate: Political Science</td>
<td>Yes (USA, England)</td>
</tr>
<tr>
<td>19/07/15 (R3)</td>
<td>England (43)</td>
<td>Male</td>
<td>University Graduate: Business Administration</td>
<td>Yes (Japan)</td>
</tr>
<tr>
<td>22/07/15 (R4)</td>
<td>France (42)</td>
<td>Female</td>
<td>University Graduate: Economics</td>
<td>Yes</td>
</tr>
<tr>
<td>29/07/15 (R5)</td>
<td>England (53)</td>
<td>Male</td>
<td>University Graduate: Technical Engineering</td>
<td>Yes (Australia)</td>
</tr>
<tr>
<td>02/08/15 (R6)</td>
<td>Netherlands (26)</td>
<td>Male</td>
<td>University Graduate: International Business</td>
<td>Yes (Indonesia)</td>
</tr>
<tr>
<td>02/08/15 (R7)</td>
<td>Switzerland (35)</td>
<td>Male</td>
<td>University Graduate: Electrical Engineering</td>
<td>Yes (India)</td>
</tr>
<tr>
<td>07/08/15 (R8)</td>
<td>France (49)</td>
<td>Male</td>
<td>University Graduate: Logistics / Project Man.</td>
<td>Yes (Africa, USA)</td>
</tr>
<tr>
<td>11/08/15 (R9)</td>
<td>France (27)</td>
<td>Male</td>
<td>University Graduate: Business Administration</td>
<td>No</td>
</tr>
<tr>
<td>13/08/15 (R10)</td>
<td>Germany (27)</td>
<td>Female</td>
<td>University Graduate: Business Administration</td>
<td>Yes (Africa)</td>
</tr>
</tbody>
</table>

Table 3: “Overview of interviewees” (own illustration)
9.3. **Structure of the empirical design**

Respondents’ level of education will be of no further relevance. Their area of expertise as well as their educational level are only stated for a general overview and as above mentioned higher educational level was a prerequisite for all participants. It is furthermore worth mentioning that only one participant did not have any previous international experience which is illustrated in the table above.

However, the pursued goal of this thesis was to gain insights in the motives of SIEs who relocate to Indonesia, their experiences, feelings and future plans.

With the interviews, it is to mention that nine out of ten interviews were conducted on site. The first interview was held via Skype video conference. The interviewer was located in Austria at that time and the respondent in Indonesia. One reason why the first interview was conducted via Skype was to test the relevance and understanding of the questions asked during the interview and to adapt the interview guideline if necessary. Another reason was to use skype, as it is one of the richest media besides face-to-face. However, Skype is still seen to being able to replace face-to-face communication especially when the interviewer and the interviewee are geographically dispersed (Sullivan, 2013). For the remaining interviews face-to—face contact was established and each interview (including interview one) was audiotaped after obtaining approval by each respondent.

The approximate duration ranged from 45 minutes to one hour and 45 minutes depending on the respondents’ willingness to talk about private issues, opinions and their feelings. In the following sections quotes from respondents will be addressed with “R” (for respondent) and the number of the interview accordingly. This indication is shown in the table above. The interviewer in this thesis aimed for conducting the interview as far as possible in the preferred language of the interviewee. All interview partners asked to hold the interview in English without exception, even though their native language might have been a different one.
All quotations used in this study are confidential. To ensure further confidentiality, the author refrains from using names or abbreviations of names in any part of the empirical part. According to the sequence the interviews were held the candidates have names from R1 – R10 (Respondent 1, 2, …, 10). Furthermore, all names used during the interview are changed into different ones to once more guarantee confidentiality.

Example for a quotation:

“If my priorities were to earn a high salary, I definitely should work in Europe.” (R1)
10. **Presentation of the findings**

The developed content analysis approach as described in Mayring (2003) leads to the following main- and subcategories:

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<th>(Acquired) Demographics</th>
<th>Motives of relocation</th>
<th>Deviation of expectations and actual experiences</th>
<th>Comparison and conclusion</th>
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<td>Push / Pull factors</td>
<td>Looking back</td>
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These categories as well as subcategories will be explained in further detail in the upcoming sections. At the beginning some important characteristics of the respondents, such as demographic data will be presented.

The following section will stress SIEs drivers in order to relocate. The author is addressing factor that pushes individuals from their home country towards a relocation and pulling factors that exist in the host country that might trigger a certain alienation from the host country in order to not relocate. Hence, this part deals with insights related to the respondents’ backgrounds. It will outline home country situations, host country aspects, as well as expectations associated with the respondents’ relocations. Another very important characteristic in this section will be the main motives before their relocation.

Next, by taking a look in the past, the respondents were asked to state their country considerations and why they finally decided to relocate to Indonesia. They had to look back and state opinions and feelings about their prior decisions. In the next section the respondents were asked about their perception of the existing environment in Indonesia. They should freely talk about the current status in Indonesia, their feelings, perceptions and again, their opinions. The findings related to the perception of the environment will also be presented there.

As the main goal of this thesis is to find out about the motives of SIEs to relocate to an emerging market – especially Indonesia there will be a section presented on the plans of the respondents, meaning whether to stay or leave Indonesia in future. Furthermore, the respondents’ potential future career will be examined. In the last part of the presentation of the findings the interview respondents give recommendations to future SIEs who plan to relocate, especially when going to emerging markets like Indonesia.
11. Acquired Demographics

Following the advice of Selmer and Lauring (2011) on what demographic data should be presented in an academic study this thesis provides data on age, gender, marital status, nationality and previous international experience. An overview is given in the table above. The participants’ age ranged from 26 to 53 years. Their home countries are all located within the western part of Europe. That implies three participants from Germany, three from France, two from England, one from the Netherlands and one from Switzerland. Except of those respondents who had prior international experience most of the interviewees relocated to Indonesia in their mid twenties. Noticeably, those three respondents with prior international experiences moved to Indonesia in their early forties. Furthermore, it is noteworthy that, at time of the interviews, none of the respondents had stayed in Indonesia for less than two years. The duration of their stay ranged from two years to 12 years.

Even though literature on SIE emphases that more women than men tend to undertake SIE (Suutari and Brewster, 2000), in this study eight males and two females were interviewed. The fact that less women than men were found for the interview may result from a country specific background as Indonesia is an emerging market. Current Literature on SIE does not comprise relocation to emerging markets and it does furthermore not cover gender characteristics.

Yet, it let’s assume that a relocation to emerging markets is male dominated due to a less secure environment. Furthermore, women relocating to Indonesia have to deal with an almost non existent gender equality, mainly because of the religious background. This can be traced back to the fact that approximately 86 percent of the Indonesian population is Muslim and overall gender roles are still seen from a very traditional perspective when it comes to women establishing themselves in the work world.
With respect to the interviewees’ educational background, it is worth mentioning that three respondents participated in a student exchange program at Universitas Gadjah Mada in Indonesia during their studies. Consequently, they already had prior experiences in Indonesia and so, for them, it was most likely to return to Indonesia. This student exchange was however not related to their current employment status.

All of the three respondents went back home to finish their studies and respectively held a university degree before they actually relocated to Indonesia for work. Yet, six out of the total ten participants collected serious work experience prior to their relocation. The remaining four respondents instantly relocated to Indonesia after graduation from university.

All, except of one respondent knew what living and working abroad means before relocating to Indonesia as they gathered experience in different foreign countries beforehand. Only one participant had no prior experience with living abroad. Suutari and Brewster (2000) found out SIEs to relocate at a younger age when still being unbound which is in accordance with this thesis as most of the respondents were aged below thirty when they undertook their SIE. Furthermore, all but three respondents relocated to Indonesia while already dating an Indonesian woman or man respectively. Only those three respondents who did not date an Indonesian stated to having been accompanied by their partner. The remaining respondents said to having their relocation undertaken on their own. Furthermore, only one of the respondents has relatives in Indonesia which is contrary to the findings of Baruch et al. (2007) that blood relationship guides individuals towards a certain country.

The interview partners can be assumed as somewhere in the middle of their careers as more than the half gathered serious work experience prior to their relocation to Indonesia. Only two interviewees relocated right after their graduation from university but still could make some work experience during their studies due to part time jobs or internships respectively. Inkson et al. (1997) found out SIEs to switch their jobs frequently and often drift away from their initial educational background and expertise.
This illustrates the fact that almost each respondent is currently seeking a change in work life, either by finding a new position or by opening an own business in Indonesia. Eight out of the total ten respondents indicate their will to open an own business. The attitude towards entrepreneurship rises due to two factors, the low investment costs in Indonesia and the striving to be one’s own boss.

The respondents’ family situation changed for six of the participants within the first year after arrival. One respondent got divorced due to the fact that his former wife could not imagine living in Indonesia. The other five respondents either entered in a relationship, quit the relationship or got finally married.

Relationships with a local may be the reason for the respondents why they already stayed in Indonesia long term and start to become local professionals and it also might affect those participants who are in Indonesia short term (minimum one year though) to stay. This goes hand in hand with literature, that SIEs are affected in terms of their duration of stay when it comes to relationships with host country nationals (Suutari and Brewster, 2000).

12. Motives for relocation

In order to understand the motives of western Europeans, why they relocate without any company assistance (SIE) it is on the one hand inevitable to precisely consider why individuals take into account to leave their home country. On the other hand, it is similarly crucial to examine the host country and its environment. Also, Selmer and Lauring (2010) mention home country as well as host country aspects that have to be taken into account. This thesis will furthermore approach personal motives to draw conclusions on what motivates individuals to move to a foreign country.

However, findings in all three categories mentioned above are very much interlinked. For this reason, it appears to be very difficult to observe each category isolated from another.
Before discussing the motives in more detail it is important to say that more than half of the respondents got in touch with Indonesia and/or Indonesians before they relocated as SIEs. Some participants went to Indonesia for vacation, others were sent for business reasons, a third group did their exchange semester during their studies in Indonesia or got in touch with Indonesians in their home country. By having a closer look on the home country factors that pushes individuals towards a relocation as well as factors that pull them away from moving to a specific host country, this section will assist answering the main research question on the motives of western Europeans to relocate self-initiated to an emerging market, especially to Indonesia.

12.1. Push factors

In order to get insights to the interviewees home country situation they were asked to think back and give answers why they decided to go abroad and engage in employment arrangements. More than the half of the respondents mentioned that they were looking for a change in their lives. This is in accordance to Richardson and McKenna (2006) who found that individual proactivity as well as the desire to change one’s life are key aspects to the motivation of SIEs to go abroad. Interviewees outline:

“Staying at home all the time made me unhappy, I wanted a change in my life.” (R3)

“I wanted to move to change my mind and my daily life […] in France it is really depressive” (R9)

Furthermore, statements like “I had to check other possibilities” (R4), “I didn’t want to live and work in my home country any more” (R1) and “I wanted to be a pioneer and change something” (R6) contribute to the fact that the desire for life change evidently drives SIEs towards relocation. The underlying reasons for the desired life change seem to be congruent with the existing literature.
For this, Richardson and Mallon (2005) see life change as more than just the change of cultural aspects and claim it to be significant for males and females of all ages and irrelevant if with or without children.

**Working conditions and financial reasons**

Three interviewees mentioned working conditions in their home country to having pushed them to go abroad. They were concerned about their local contracts that made them work mostly six days a week, a minimum of eight hours a day. Interestingly, more than the half of the respondents were concerned about the payment in their home country compared to living costs and the ongoing inflation. Richardson and Mallon (2005) see work related aspects like financial circumstances as motivators for SIEs to move, Richardson and McKenna (2002) add a desire to escape from worsening working conditions. Carr et al. (2005) broadens these findings by claiming that expectations of a higher income or a better position as well as a more desirable economic situation pushes individuals towards SIE.

This study confirms those findings only partly. The majority of interviewees were not driven by working conditions as well as expectations of higher income in the host country could not have been detected. The interviewees stated that as long as they could afford a living they didn’t care about income. This study shows that almost the half of respondents mentioned financial issues in the home country as pushing them towards a relocation, which is in accordance to the previously mentioned literature.

**Career Advancement**

The results of this study confirm the findings of Richardson and Mallon (2005) that life change is linked with working conditions and financial reasons in the participants’ home countries. To the contrary, career advancement was said to not having influenced the interviewees’ decision whether to relocate or not. However, literature states that especially in an international context, individuals who are not married search more for career advancement than married.

The reason is that married employees strive for a better work-life balance and generally focus less on climbing up the career ladder (Selmer and Lauring, 2011).
The reason why the results do not support the literature arises probably from the very specific manner of Indonesia as an emerging market. Statements like “I rather chose a better work-life balance than a better job position” underline these findings. Richardson and Mallon (2005) also found political issues and family reasons to be linked with life change and the decision to undertake SIE.

In this study the last two mentioned factors did not, except for one, influence the respondents’ choice for relocation. One interviewee decided to move to Indonesia due to her husband’s intention to relocate but the remaining nine participants said that such reasons did not influence their decision. That political issues were not mentioned in the interviews, may result from the fact that all participants went from an industrialized, fully democratic country to an emerging market where efforts for lived democracy have been undertaken only since 1996.

**Life change and the desire to escape**

About two third of the participants mentioned an escape from undesired conditions in their home country having had a pushing influence on their decision to go abroad. The respondents said:

“I faced a forecast of the crisis in Europe.” (R2)

“My husband wanted to live in Indonesia and somehow we both found a good position here. We went abroad because of economic reasons in Europe – living there is too expensive.” (R4)

The majority of participants had similar, negative feelings about the (economic) development in Europe before they moved to Indonesia. So, a strong tendency against the environment as well as the pictured future certainly pushed the interviewees away from their home countries.

At the same time, a desire for a subjective better life supported the worsening feelings on the European development and pushed them even more.
Throughout, the interviews all participants mentioned escape related motives which ranged from self-protection due to a former disruptive lifestyle, to the craving to escape due to job dissatisfaction. Other respondents state that they were concerned by the past economic instability in Europe which made them escape from home. This is in accordance with the findings of Selmer and Lauring (2012) who explain that the motive of escape comprises a variety of preceding circumstances. These circumstances include for example escaping from a situation or experiences in the SIEs’ life (Selmer and Lauring, 2012).

Even though, a majority of participants called it an escape themselves, they were much more affirmative to the term life change than to escape. During the interviews they generally conveyed a feeling of protectionism in the sense of seeing things through rose-colored glasses, so did they when talking about escape from their home countries. Some of them were convinced that escape would sound too dramatic in their situation before relocation, others called things as they were by saying:

“I wanted to escape from my own destructive and unhealthy lifestyle.” (R3)

When drawing a conclusion on home country related aspects it can be said that the interviewees in this study were definitely influenced by a desire to change something in their life. Furthermore, some of the respondents tried to escape from unfavorable conditions either in their country’s economy or at work. To which extent escape played a key role of the respondents’ decision to move can only be assumed as they frequently mentioned it during the interviews but relativized it consistently. Anyways, as with existing research, escape is a prevalent factor exhibiting significance within SIE to industrialized as well as emerging countries.
12.2. Pull factors

The interviewees in this study did not mention a lot of factors that pulled them away from relocating to the host country. One reason why they did not talk about a lot of factors pulling them away from moving to Indonesia is probably that they did not plan their relocation into detail as well as they had not many expectations regarding life in the host country. Nevertheless, what was said to having had influenced the interviewees was that about the half of the respondents had another form of relocation in their minds. They said that they had to decide between finding a company in their home country to get sent abroad (AE) and SIE without the assistance of any home country based company. The fact that they had to make the decision between those two forms of relocation has two underlying reasons. First, they were aware of the lower salary in Indonesia and second, they had to organize their whole relocation from scratch, what would have been more comfortable for them by undertaking AE. The main reason why the participants condemned the idea to apply for jobs in their home country was that they aspired an immediate relocation at that time. Getting a job in the home country and then hoping to get sent on AE would have taken too much time and was too uncertain for them. These findings are in accordance with Doherty et al. (2011) who found out that time depicts an important role for SIEs and furthermore they argue that within AEs the host location can be a barrier for relocation. Also the participants in this study mentioned that if they had undertaken AE, the choice of country wouldn’t have been in their scope of decision-making.

Three respondents claimed that general aspects about the host country, especially a certain fright of the unknown pulled them away from moving to Indonesia. Moreover, leaving their parents and grandparents behind made them think of not undertaking the SIE which confirms the findings of Doherty et al. (2011) that family can prevent individuals from relocation.
Two participants were concerned about Indonesian language as they were not able to speak Bahasa Indonesia\(^4\) before their relocation. This finding refers to Bodur (1999) who claims that cultural similarities including the same or similar spoken language attracts SIEs to relocate. One participant mentioned that no or too little willingness to commit in terms of cultural aspects could pull you from relocating to the host country. Having a look at all participants answers it seems that they all were very open minded and strongly willing to commit to Indonesian culture as well as to a predominant different life there.

12.3. Personality factors

One of the respondents stated in the interview that he has never been out of Europe, before he relocated to Indonesia. He also said that he always had the feeling of missing out something very important in his life, so he decided to go on an adventure. Due to related remarks of many other interviewees, one of the respondents described it appropriately as an “adventure gene” that could have been detected throughout the interviews. The term \textit{adventure seeking} comprises this “adventure gene” best, it is in accordance with Richardson and Mallon (2005) and goes hand in hand with Richardson and McKenna (2006) who use the term \textit{“the motivation to explore”}. However due to the answers given by the participants the category adventure seeking will be used here.

A clear tendency towards seeing more of the world and exploring something new were mentioned by the respondents:

\textit{“I wanted to travel [...] explore something new, [...] get to know different cultures and get away from the same daily life.”} (R7)

\(^4\) Bahasa Indonesia is one of the official languages spoken in Indonesia and concurrently the commonly used language in the country.
“[…] you start to realize your possibilities and you start to look for something new, […]” (R2)

“I started to question my life and I wanted to travel and visit different countries.” (R5)

The findings in this study correspond with current literature on SIE that a main driver for SIEs is to seek the adventure (Selmer and Lauring, 2010). This includes a desire to see the world, to live abroad, to experience new and especially different cultures and to learn a foreign language (Suutari and Brewster, 2000). One interviewee chose Indonesia because of his plan to travel through South-East Asia. He said, that after he had visited Indonesia he stopped his travels, went back to his home country and returned to Indonesia again after one year. He claimed that he only bought a one-way ticket with the intention to stay and work there. He furthermore stated: “I liked the people, the country itself and I liked to be a pioneer.” (R6) Being a pioneer gave him the feeling of inner freedom he claimed. Similarly, another respondent had the chance to experience Indonesia due to his work related travels. He furthermore mentioned to having been an international citizen before, and his exploratory experiences in Indonesia guided him towards the decision to live and work there. He mentioned that he didn’t have to make an actual decision, it was more a floating river that brought him to SIE to Indonesia. Enjoying the differences in cultures, the place itself and the people correspondingly helped another respondent to make the decisions to relocate to Indonesia.

Noteworthy in this context is that none of the participants planned their relocation for longer than eight months as well as through statements like:

“[…] I am not a planner at all.” (R1)

“I am not that kind of person who always thinks about the future and has everything planned out […]” (R10)

Most interviewees did not actively plan their relocation. They frequently called it to having been a flow of occurrences that guided them towards going abroad.
More than the half, furthermore mentioned that they are not planners, they rather make spontaneous decisions in their life. The literature underlines this by the fact that serendipity plays a bigger role in SIEs life than planning and the results of planning (Mitchell, Levin and Krumboltz, 1999; Richardson and Mallon, 2005).

Although the majority of respondents said that they were aware of existing risks in the host country with which they might be confronted after their relocation, they asserted that it has hardly been a factor that could have pulled them towards staying in their home country. Against the existing literature that risk keeps SIEs from undertaking the step to relocate (Doherty et al., 2011) the participants argued that risk was not a part of actual consideration at all or some said:

“You have to be a hundred percent convinced by what you are going to do and you have to take the risk – even you probably don’t see potential risks at that time anyways.” (R10)

This predominant attitude regarding risk lets assume that people who plan to relocate to emerging markets are less risk-averse than SIEs who relocate to developed nations. Moreover, not planning a relocation properly beforehand, combined with the wearing of rose-colored glasses, might lead to the fact that future SIEs who relocate to emerging countries don’t consider negative outcomes in terms of risk taking at all. It is not possible to generalize that SIEs moving to emerging countries, all wear rose-colored glasses but what is generalizable is that those SIEs who relocate to challenging locations obviously are less risk-averse compared to SIEs moving to developing countries. Thus, it is ascribable to the additional challenges they are confronted with in the host country.

Anyways, SIEs seem to be more intuitive, driven by their feelings and less concerned with monetary or career issues.

Further factors that pushed them towards a relocation to Indonesia were that they have been to Indonesia for vacation before and liked the country a lot, they felt a certain cultural fit with what they wanted at that time, an expected relaxed lifestyle and a better work-life balance.
One out of the ten respondents mentioned money to having been a relevant factor. He argues that, not recognizing the lower wages, the fact that everything is cheaper in Indonesia seemed compelling to him.

Another personal motive that is non existent in literature but has had a major influence on the interviewees’ decision to expatriate to Indonesia is the desire to build one’s own business and to be one’s own boss. So called expatriate entrepreneurs are well cited in existing literature as they appear within AE (Befus et al., 1988; Ahmed et al., 2011). Nevertheless, entrepreneurial action within SIEs is a rarely observed research topic. Andresen et al. (2013) comment in their book on SIE that entrepreneurship means to take supplementary risks by opening a new business. This study’s findings clearly demonstrate that the majority of the interviewees show a strong desire to take entrepreneurial actions and state that a vibrant goal for them is to open their own business. However, only two respondents claim that they came without the intention to become an entrepreneur and tell to still be serendipitous with their current employment. One of the two interviewees is a professor at a larger university in Indonesia and the other respondent is holding the position of CEO in a startup company.

When it comes to entrepreneurial decisions of SIEs, not only the personal aspects depict a main role but also the decision on the host country is influenced as one respondent mentions:

“*I always wanted to be my own boss, here in Indonesia I have the chance to run a small business without losing too much money if it fails.*” (R7)

Other participants mentioned that they want to save money to open a business in Indonesia soon. All eight respondents came to Indonesia already having in mind to become an entrepreneur there.
For two thirds of them it was clear to hold a job first and start building their own business step by step after living in Indonesia for a certain timespan. Correspondingly one argues:

“Back in France I wanted to make my own business but it is too complicated and you need a lot of financial resources there. I met my friend who is Indonesian then. [...] With her it was the easiest way to open a business, however I needed a regular job and income first.” (R9)

All respondents who are keen on acting as entrepreneurs in Indonesia still hold a regular job at the time when the interviews were conducted. Only one respondent recently opened an own business besides working. One participant said he only holds a job to make a living and to save money for his own business. Reasons for the desire to act as an entrepreneur arise for most of the participants from the wish to be less dependent on other people, especially employers. As another respondent stated above, he wants to be his own boss, similarities can be found within the other respondents who want to open their own business. Furthermore, they argue that investment costs in an emerging market and especially in Indonesia are far cheaper compared to their home country in western Europe. Moreover, some add that even if the business fails they didn’t lose too much, neither time nor money.

All, but the two respondents who do not plan to open a business, state to be aware of the downsides when acting as an entrepreneur. However, in the case of talking about their own business they seem to take off their rose-colored glasses all of a sudden and talk about realistic risks they (will) face. For example, two respondents say that in the worst case, if their business fails, even though the investment costs are quite low, they have to leave Indonesia and go back to their home country. Others talk openly about the lower standards when it comes to construction and execution of contracts as well as orders and how frustrating this can be.

Entrepreneurship in Indonesia is closely linked to another major topic that takes account in this study, the familial situation. Indonesian law does not allow foreigners to open their own business. It is crucial to be married to an Indonesian woman or a man to be able to take entrepreneurial actions.
Many respondents mentioned this to play an important role in their future plans but one respondent who has already opened a business puts it straight:

“I had to get married to be able to open my own business, that’s actually why I did it. […] I wouldn’t get married that fast anymore.” (R7)

The other interviewees who wanted to open their own business in Indonesia were all aware of not being able to run a company without being married to an Indonesian citizen. When analyzing the statements of other respondents, it can be ascertained that each of them plan to get married to an Indonesian to get the possibility to run their own company and be their own boss.

However, many other family situations as well as move for love have to be considered in order to find out more about the motives why SIEs relocate to Indonesia. Sufficient literature can be found on SIEs who move for love or because of family reasons (Richardson and Mallon, 2005; Richardson and McKenna, 2006; Selmer and Lauring, 2011). Half of the participants, however, indicate a predominant family situation or a relationship to a host country national that guided their decision to relocate. Family reasons as well as move for love were found out to be main objectives when it comes to SIE. This could be either by a given family history, the children or the spouse (Richardson and Mallon, 2005).

In this study, it was found out that the interviewees either left their family back in their home country or let them decide whether to follow them or not. In the case of this thesis a strong desire for a change in the respondents’ life was ubiquitous what might have been stronger than familial bounds and in the end led to the final decision to go abroad. Most literature, however, rather deals with traditional views of family situations than what drove the respondents in this study.

Traditional family is seen as a married couple having children already even though the age of the children does not influence the decision of relocation (Richardson and Mallon, 2005). For example, Richardson and McKenna (2002,2003) explain that family reasons when considering a relocation depict a key role when it comes to the decision whether to go abroad or not.
However, furthermore literature argues that future SIEs feel the desire to do what is best for their family (Richardson and Mallon 2005), what depicts the opposite of what has been found out in this thesis.

About the half of the interviewees mentioned a different but well observed phenomenon what pushed them towards relocation:

“I was really in love with an Indonesian guy at that time and I really liked Indonesia.” (R10)

Similarly, the other participants declared their Indonesian girlfriend or boyfriend having been a relevant motive in terms of their decision to move to Indonesia for living and working. This phenomenon is called move for love (Richardson and McKenna, 2002). Related to this Howe-Walsh and Schyns (2010) claim that SIEs, who’s motive for relocation is linked to a certain form of relationship with a host country national, is likely to have a job offer before the actual relocation. The findings in this thesis show the opposite. None of the participants who were in a relationship with an Indonesian woman or man respectively, had a job offer nor held a job at the time of relocation.

Many personality factors appear in this study that are relevant for the individuals’ decision to undertake SIE. From family reasons to move for love, a desire to become an entrepreneur to the personality factor of having an “adventure gene” depict convincing motives for future SIEs to relocate to an emerging market. Of course it is mostly not only one of these reasons that acts as driver towards relocation but more likely any combination of them.
13. **Looking back**

In this study three interviewees did not know exactly where they wanted to go before their relocation. One respondent initially wanted to go to Japan but changed his mind due to the nuclear crisis that determined media at that time. Two respondents did not have a clear destination in mind when they started to think of relocating as SIEs. One of the two interviewees chose to move to Indonesia due to a given family history whereas the other participant went to Australia first. He states:

“I started to question myself after a while living in Australia and I wanted to travel and visit different countries. [...] Probably at that time it could have become difficult for me in Australia to open a small business. [...] Indonesia tick for me the boxes, visually and inspirational.” (R5)

The majority of participants argue that the only expectation they had, before they decided on a specific country, was that they wanted to be an entrepreneur sooner or later. One interviewee said:

“I wanted to make some money somewhere to create my own business out of it.” (R9)

For two thirds of the interviewees the decision to move to Indonesia was made in the very early stages of their considerations. They, furthermore, excluded other countries immediately due to several reasons:

- Family history in Indonesia
- Relationship with Indonesian
- Prior travels to Indonesia
- Exchange semester in Indonesia while studying in home country

The expectations of the respondents where already pre-shaped due to the above mentioned influences. Only one respondent had no prior experiences in Indonesia but, in her case, followed her husband to Indonesia.
By having a closer look at the statements of the respondents it lets assume that SIEs likely tend to relocate to countries where they have some sort of prior experiences with. That does not inevitably mean, that they had to had first hand experiences in Indonesia but they all gained some form of know-how about the country beforehand.

Two of the respondents in this thesis claim to not having had any expectations or only very little expectations regarding their future career and living as SIEs. All other participants commonly answered that most of their expectations got proven wrong. For some of them this happened at an earlier stage of their SIE and for others after a while living and working in the host country. Interestingly, none of the participants talked about career and financial expectations. Moreover, they claim not to having had any expectations concerning those topics. Those facts underline the findings of Richardson and Mallon (2005). They found out SIEs to have different motives when undertaking SIE. In accordance with Richardson and Mallon (2005) the expectations of the interviewees in this study also claim that their expectations were less career driven but more of expecting an adventure that had to be different from their daily life. Furthermore, as discussed earlier they mentioned that they had expected a change in their life embracing a change in cultural-, private, social life as well as a better work-life balance and a possibility to have a higher standard of living.

Throughout the interviews the participants mentioned that a lot of expectations they had, specifically about the country culture as well as work-related considerations got proven wrong. During the expatriate preparation for an AE, companies try to help the future expatriate to become a more realistic view of the imminent assignment and what he or she can actually expect from it (Stroh et al., 1998). For SIEs it seems to occur more difficult in terms of proper expectations. They have to make their experiences first hand in order to find out if their expectations meet the real circumstances in the host country. Interviewees in this study predominantly explain that mostly the expectations towards culture and lifestyle in Indonesia got proven wrong. More than the half mentions that they had assumed that adapting to Indonesian culture and lifestyle would have been much easier.
However, only two participants mentioned work related expectations:

“I thought wherever I started working I have much influence [...]” (R6)

“I had expected to find work more easily as a university graduate.” (R7)

The remaining respondents said that they came without having expectations because
those would have turned out to be wrong anyway. The reasons why only two
respondents mentioned work related expectations might be because mostly work
aspects do not bother SIEs who relocate to an emerging market like Indonesia. They
are more concerned about their cultural adaption and their private life in general. As
previously mentioned it is hardly possible for SIEs to get realistic expectations as they
do not enjoy assistance and guidance like AEs. Several interviewees have been on
vacation in Indonesia before but all of them declare that visiting the country for
vacation does not prepare for living and working there.

Two participants call their first visit to Indonesia a “soft-start” to get in touch with
locals. Besides those expectations that didn’t come true most expectations regarding
their desire for adventure and the desire for life change have been fulfilled, they
alleged.

In terms of country decision, a majority of respondents had several countries in mind
where they wanted to work and live. This might be the implication of substantial
I.C.T. advancements, allowing individuals to communicate with home more easily
and travel the globe with a faster pace (Baruch et al., 2007). Four of the respondents
pointed out that Indonesia was the only country option to relocate to. The remaining
six respondents clearly showed a tendency towards Asian countries. The countries
that were mentioned by the participants were Malaysia, Singapore, Vietnam,
Thailand, China, India and Japan. In face of the different backgrounds of the
respondents they all agreed on not wanting to move to countries in the surroundings
of their home country what is contrary to the findings of Suutari and Brewster (2000)
who believe SIEs to move to such countries that are located nearby, as it seems to be
easier to look for jobs there.
The investigation in this study evidently showed the opposite, none of the participants was willing to stay close to their home countries. This leads to the presumption that the respondents noticeably decided to live and work in a challenging environment, particularly in an emerging market with a completely different culture. This again can be attributed back to the motive of adventure that SIEs want to experience.

14. Current status

As previously mentioned literature on SIE is still scarce, so is literature about the retrospect on individuals who have undertaken SIE. However, after having considered all aspects concerning their motives, it seems to be of interest if the respondents would undertake their SIE in the same way or if they would do anything differently, if they were in the position to do it again.

Noteworthy in this context is that all participants except of one are happy with their situation. All other nine respondents claimed that they have reached their goals since they relocated.

Their goals included mainly personal ones’ like finding a better work-life balance, escaping from home country, (to a certain grade) satisfying the need for adventure or being able to afford a higher standard of living in Indonesia compared to the standard of living in their home country. Climbing up the career ladder or other career related aspects haven’t been mentioned as goals they wanted to achieve.

All participants tended to be specifically cautious when questions dealt with their past decision to relocate to Indonesia. They were all suggestive of trying to avoid reality what makes it easier for them to see things through rose-colored glasses.

“This is tricky, now I am judging my life here with all the mistakes and the good decisions. [...] Now I should think of the track I chose to follow and make myself aware of mistakes I made [...]” (R2)
Anyway, there is high confidence, that according to the respondents’ reality avoidance, all participants answered with a clear yes to the question if they would relocate to Indonesia again if they were in the position to decide.

However, the interviewees responded differently to the question if they would relocate again in the same way as they relocated last time. One participant who is the only interviewee who said that she would do it again in exact the same way, as at the moment she is exactly where she wanted to be. The other respondents openly said that they would do it differently. Surprisingly a majority of the interviewees would take more time before making the decision towards SIE. Being driven by the desire to change your life and simultaneously seeking for an adventure, additionally to being not a planner will assumingly let many SIEs who relocate to emerging markets forget to think about potential problems and / or risks. This might be the reason why almost all participants would not relocate again, in the same way as they did it.

Further insights why the respondents decided to stay in Indonesia are given by their answers to the question how they feel about the existing environment. Over all each respondent talks primarily about the positive characteristics of the local environment but three participants mention some downsides as well.

The downsides are that the environment in Indonesia is a non professional one, respondents thought everything would be much easier, administration can be bureaucratic and complicated and work life can be frustrating there due to for example cultural differences. Yet all participants claim that the positive factors concerning the environment in Indonesia outweigh the negative sides. For the respondents the relationships matter the most. They feel that relationships are closer and people are friendlier. In business terms they enjoy that relationships are prerequisites for conducting business. A majority points out that private and business life is less stressed, open, easy to access and life is cheap. A statement of one respondent best illustrates this:

“I currently hold two jobs here but it is really relaxed. I don’t feel that I actually work, what might be true sometimes.” (R10)
Also one of the respondents talked about his desire to move to a less stressful environment with a better work-life balance. The answers from the respondents in addition to the findings of Mainiero and Sullivan (2006) that expatriates more and more frequently leave companies in order to find a better work-life balance lets assume that for SIEs a better work-life balance depicts a motive why they relocate. Obviously this leaves space for conjectures of what a better work life balance means. In this study the respondents were struggling for less work and more private- and social life when they relocated to Indonesia.

While the respondents were aiming for a better work-life balance one may assume that when relocating to an emerging market the perceived standard of living will decrease. Especially when coming from a western European region. Surprisingly the participants had a completely different perception of standard of living to what has been expected. Besides some minor concessions they have to make, the respondents collectively argue similar to these respondents:

“I don’t feel I have to make compromises here when it comes to standard of living.” (R1)

“I don’t care much about standard of living, but I have to say that I don’t need to complain how things are here.” (R3)

“Standard of living [...]. It got a lot better, [...]. The frequency of going out for lunch and dinner with friends is so much higher than I could afford in Europe.” (R6)

In the context of standard of living two third of the participants, mention health care and educational system as factors lowering their standard of living. They argue that the security that one enjoys in Europe is gone all of a sudden and precipitately it has to be paid for medical drugs and for schooling for children.
Most interestingly when it comes to health care and schooling expenses only one respondent said:

“You try to accept the local environment but you have to take care about all that points because here all has to be paid. It can become difficult and this can make you quite vulnerable.” (R5)

None of the other respondents who mentioned health care and educational system, pointed out that this may be due to high expenses. They simply criticized the health care system as well as the educational system as less professional.

Other that were mentioned what reduces the participants’ standard of living were a lack of access to good literature, no insurance, unstable electricity and hygienic factors. The respondents called those factors minor ones as the majority claims to overall live better in Indonesia than they did in Europe.

Overall participants value their stay in Indonesia. Although all of them claim that they made the right decisions in terms of how they wanted to make progress in their life, each respondent mentioned some dissatisfying aspects about their relocation. Due to a lack of norms and the feeling that Indonesian culture loses their values they feel frustrated with living in Indonesia. Furthermore, because of the recent changes in the political system, which has been described in the theoretical part of this study, about the half of the respondents are afraid of the laws and rules that have been announced or have been spread by word of mouth. The participants who mentioned this as a threat commonly believe that the environment in Indonesia is about to become less friendly towards foreigners. Along with that respondents for example claim:

“It is a question of stability in the country [...] however, we are facing unpredictable conditions in future and this makes us afraid.” (R9)

In the same sense respondents complain about the high level of bureaucracy, the impression that foreigners are seen as threat in Indonesia and that the society does not appreciate foreign labor.
Other participants though enjoy the (political) environment in Indonesia but are concerned when it comes to entering the labor market:

“When it comes to work life here or you try to open a business it becomes frustrating. Nothing works well, when you ask constructors to build simple things they often can not do it the way you would like them to do it.” (R8)

Yet, dissatisfying factors exist and some participants are anxious about the political environment and others with the work environment, none of them feels pressure to leave the country. They universally opt for staying in Indonesia until those dissatisfying factors gain majority.

The reasons for SIEs to expatriate have already been discussed and it was found out that adventure seeking as well as escape were two of the main criteria that pushed individuals to go abroad (Selmer and Lauring, 2011) but what makes them stay in a particular country? The respondents in this study answered the question why they currently want to stay in Indonesia with different statements. Two said they wouldn’t know where else to live at the moment and it is part of their lifestyle they chose for themselves. Another participant argued that life is way easier here compared to his home country. Further statements were that they like the country, and that their new family is a strong reason to stay.

What the interviewees consistently mentioned is that finding employment in Indonesia becomes more and more difficult. They said that it got rare that companies organize the visa for the future employee or at least pay for visa fees. Furthermore, they claim that it gets necessary to save more money before undertaking SIE to Indonesia as currently the conditions at the labor market seem unstable and no one can tell for how long one has to seek for a legal and proper job. Alternatively, for those who plan to relocate from Indonesia to any other country, the respondents say that it is hardly possible to find jobs in surrounding countries.
One respondent states that he thought of going to Thailand to open a restaurant there but he quickly scrapped the idea as (what he says) no one needs another restaurant run by a foreigner anywhere in Thailand. He is convinced that this business idea could only end in failure.

15. Looking forward

Equivalent to Greller and Simpson (1999) the investigation showed that the willingness to travel and relocate is interrelated to the age and gender. Whereas, the willingness to relocate is again linked to family relations (Marsden, 1987). This can be illustrated in this thesis by the fact that respondents older than 35 years are not eager to relocate again and plan to settle in Indonesia for retirement. Furthermore, all of the older respondents are married and have children.

For the participants, reasons to stay in Indonesia are their family, culture and the relaxed atmosphere. However, for most of the respondents the reasons to exclude other countries play a major role why they want to stay in Indonesia. They mentioned the increased competition as well as a certain lack of the feeling of being needed in other countries as main motives why they do not relocate again. Half of the respondents said that Malaysia would be the only rational decision to go if necessary, as conditions and the language show a lot of parallels.

Linked to Greller and Simpson (1999) all of the respondents strive to stay in Indonesia for an indefinite time as long as they get approved for their visa and as long as they are able to hold a job or run their business. Though, most of them are concerned with the recently introduced laws against foreign workforce, introduced by Indonesian government.

“For foreigners are always seen as a threat and that’s the reason the Indonesian government has launched new regulations towards working.” (R1)

“I am quite afraid of being in Indonesia now because of the rapid change of the political situation concerning foreigners” (R4)
Other participants who plan to have children in near future argued that having children would change their life dramatically as it comes to educational decisions. Two respondents being affected complained about the existing educational system in Indonesia and that they would have to teach their children at home additional to regular school as education standards are far lower than in Europe. They are furthermore convinced that having children in future would make them rethink about their former decision to stay in Indonesia. Interestingly in this context none of the respondents were concerned with the low standard of healthcare, even, as they said, that it is not a proper one. They only thought of their children’s education.

To the question if participants plan to relocate in future all of them answered with no. They commonly said that they want to stay in Indonesia as long as possible. Factors that make their stay possible include for almost two thirds of the respondents to hold a job or eventually build an own business in Indonesia. The fact that this is a key reason for them is not linked to career advancement but is clearly a monetary reason. Moreover, they see the best life chances for them in Indonesia than anywhere else in the world. The majority of respondents mentions the great chance to open their own business in Indonesia. What, according to them, is easier than anywhere else due to lowest investment costs and less rules and bureaucracy when it comes to take entrepreneurial actions.

Four out of ten respondents state, returning to their home country as a possible solution if they would leave Indonesia. Anyways, these four participants argue that returning to their home country would only be an option to think of when conditions in Indonesia become worse. The participants still value cultural facets including the openness of people, the relaxed atmosphere and the prevailing work-life balance. Besides these cultural aspects they appreciate to be able to afford a better lifestyle, the lower costs of living in general and the small investment costs in Indonesia. Interestingly a majority also mentions that staying in Indonesia is easier than starting again from scratch in another country.
Participants seem to start thinking of relocating again, only when they get struck by several life-changing circumstances:

“There might be some familial occasions, let’s say in a short term dominating our lives but we have this common sense plan to stay here.” (R2)

“It becomes clear that it is getting more difficult to hold a job here, but I am prepared to move if necessary.” (R5)

Those citations of respondents above comprise the most frequent statements. When it comes to family or employment most of the respondents start considering a further relocation. A minority of participants said that they want to wait how the political system towards foreign labor is developing and then take actions to move if conditions worsen. Some respondents furthermore claim that having children will affect their future plans as the education – and healthcare system in Indonesia is not sufficient.

The interviewees in this study claim to be eager to remain in Indonesia due to being able to afford a better life-style, being exposed to a warmer climate and because they feel more comfortable with Indonesians and their culture.

These findings are contrary to Tharenou and Caulfield (2010) who argue that SIEs are reluctant to relocate again or move back to their home country because of embedding in the host country due to career opportunities. However, they claim that not only home country factors can pull SIEs, and host country factors that push them towards returning but furthermore host country factors can pull SIEs to remain in the host country (Tharenou and Caulfield, 2010). Also the answers of the interviewees show that host country aspects powerfully pull them to remain in Indonesia. Even though respondents insist not to plan their future, they commonly agree on their SIE having a tremendous influence on their future career. Nine out of the ten respondents are convinced that their SIE will only have positive impact on future career opportunities.

They say that for companies one’s gained cultural awareness, the contacts and knowledge, the interesting background one has, the gained flexibility and the language skills can be very attractive.
Only respondent one (R1) considers his SIE as an eventually double-edged sword that, besides of the benefits it has, challenges in terms of future job offers can appear. He mentions that by returning to one’s home country one might not be up to date with standards and processes as the work experience in Indonesia is a far less professional one. It is quite common that expatriates have an unrealistic view of their future career and find their experiences in the host country as an important and rare source companies can benefit from. However, they often forget that home country businesses could have changed while spending years abroad (Jokinen et al., 2008).

When drawing a conclusion on the respondents’ future plans either to stay in Indonesia or to move on, two main criteria play a key role. On the one hand, each participant would stay in Indonesia when conditions stay favorable for them. On the other hand, every participant considers leaving the country when it comes to:

- Education and healthcare of their future children
- Unpredicted familial occasions appear
- Unemployment
- Negative change in political environment (towards foreign labor)

However, overall SIEs in Indonesia seem to seek for an easy way of living their life. As long as the positive factors exceed the downsides of living in Indonesia they will stay with the comfort of living there and accept minor drawbacks.
16. **Assessment, conclusion and implications**

The previous parts dealt with theoretical description and the presentation of the findings. In a further step, the literature will be compared with the main findings of this study to give an answer to the research question. Last but not least limitations as well as a future outlook are given.

### 16.1. Assessment of theory and findings

Many motives that have been described in literature on what influences SIEs to relocate could have been detected in the findings of this study. Inkson and Myers (2003) and Carr et al. (2005) found out that adventure seeking is one of the predominant factors that motivate SIEs to relocate. Also, participants in this study mentioned those factors as having had influenced them. As stressed in the literature part, the sub categories of adventure seeking are the desire to explore something new, to undergo challenges and to see more of the world (Richardson and Mallon, 2005). After the analysis of the interviews, this study confirms all three sub categories as exactly those three factors were mentioned frequently throughout the interviews.

Similar to adventure seeking, the desire to escape from one’s home country, family related reasons and move for love were found out to be of relevance in this thesis. Selmer and Lauring (2010) describe the same motives for SIEs who go abroad to be predominant. When comparing existing literature on SIE with the findings in this study the conclusion can be drawn that no matter if SIE takes place to industrialized countries or to emerging markets the above mentioned factors portray important drivers for relocation. Selmer and Lauring (2010) also claim that career advancement as well as financial incentives have influence on the SIEs decision to move. As this study was conducted in an emerging market, namely Indonesia, those motives could not have been detected. Anyway, it is very likely that in emerging markets financial incentives and career advancement can be generally excluded as driving forces for SIEs to relocate.
This might appear through lower salaries in the host countries as well as through different priorities of SIEs who relocate to such challenging environments.

Another topic that was found out to have different influence in this study than in existing literature is risk taking. Whereas, Doherty et al. (2011) claim prevailing risk to preventing future SIEs to relocate, this study asserts the contrary. Individuals who plan to relocate to Indonesia were very affirmative towards taking risks and risk in general was mostly perceived as an exciting challenge. This finding can’t be generalized for every emerging country because each country bears a very specific set of risks and so does Indonesia. Some interviewees mentioned that Indonesia was specifically interesting for them due to the existing risks / challenges it performs. Furthermore, they said Indonesia offers challenges that no other (emerging) country does, culturally, in daily life, politically as well as on the labor market. Thus, it can be said that SIEs tend to be more risk affirmative to a certain degree in general (compared to AEs), but when a relocation to emerging markets takes place, every emerging country has to be analyzed separately in terms of the degree of risk taking.

Unfortunately, the topic of SIEs who desire to become entrepreneurs is hardly researched so far. Andresen et al. (2013) brings up SIE linked to entrepreneurship but doesn’t refer to entrepreneurship as a motive for relocation. This study, however, found out SIEs to be very appealed by the opportunity to become one’s own boss or to open an own business. It is hardly possible to conclude that SIEs moving to developed countries have the desire to take entrepreneurial action but assumingly it depicts a main motive for SIEs who relocate to emerging markets due to the following reasons:

- SIEs seek for new challenges,
- Lower investment costs compared to industrialized regions,
- Less bureaucracy in the host country,
- Less risks in the case of failure

As not only Indonesia provides opportunities like lower investment costs and less bureaucracy but many other emerging markets do as well, this finding might be transferrable to SIEs locating to many emerging countries worldwide.
16.2. Answers to research question

The previous subchapter gave a summery and conclusion together with the existing literature which should now help to answer the research question of this thesis.

“What are the motives of self-initiated expatriates to relocate to emerging markets, especially to Indonesia?”

According to the question stated above, these sub-questions should assist answering the main research question:

• What factors make Indonesia an attractive place for SIE?
• To which extent does SIE take place to emerging markets, in particular to Indonesia?

For the purpose of answering the main research question stated above, the two sub-questions will be answered first.

Sub-question 1:

What factors make Indonesia an attractive place for SIE?

The attractiveness of Indonesia in order to undertake SIE is influenced by various characteristics. First of all, SIEs tend to desire a life change and they want to explore something new. Therefore, Indonesia constitutes the perfect level of a playing-field. Indonesia is different to countries in western Europe. The differences range from a different landscape, environment and climate to a completely different culture, what seems to be appealing to individuals who plan to undertake SIE. Furthermore, future SIEs are attracted by the risks and challenges of the unknown.

Consequently, as an emerging market always bears more risks compared to the home country in an industrialized, developed nation, these individuals are especially attracted by Indonesia.
A further major influence on the attractiveness to relocate self-initiated to Indonesia arises from the individuals’ desire for a better work-life-balance what was found out in this study and is also shown in current research on the topic of SIE (e.g. Altman and Baruch, 2012; Doherty et al., 2011). By analyzing the interviews, it was found out in this study that SIEs in Indonesia are mainly attracted by lower working hours and more time for their private- and social life. Moreover, a less stressed working environment was determined to influence the attractiveness of working and living in Indonesia. A minor result of this study, but still noteworthy one, linked to the attractiveness of Indonesia is that literature states that future SIEs tend to prefer a relocation to surrounding countries to their home country, which show a lot of similarities (language, culture, etc.) (Suutari and Brewster, 2000). To the contrary this study claims that SIEs who relocate to emerging markets are keen on moving to culturally- and geographically distant nations.

Sub question 2

To which extent does SIE take place to emerging markets, in particular to Indonesia?

As only one country, namely Indonesia has been observed in this thesis, conclusions on the extent to which relocation to emerging markets in general take place can hardly be drawn. What could have been found out though, is that Indonesia depicts a highly attractive place for individuals coming from countries in western Europe. The study shows that SIEs who are willing to move to emerging markets are mainly driven by similar characteristics. Furthermore, more and more attention on SIE is drawn by individuals, companies as well as governments, leading to a growing number of SIEs worldwide (Rogers, 2013). According to what could have been found out within the answers of the participants of this study, the (self-initiated) expatriation community was and still is on the rise.

Firms are seeking SIEs due to cost savings compared to AEs (PricewaterhouseCoopers, 2005:9 quoted in Collings et al., 2007). Meaning that additional benefits like e.g. expatriation packages, including the provided housing, school for children, etc., disappear when it comes to SIE.
However, in this study it was found out that particularly in Indonesia the number of SIEs is about to drop dramatically in near future, if governmental interactions and the recently announced laws are going to take effect. Indonesia as an emerging market suffered from a skilled labor shortage but is about to make this up by latest huge investments in Indonesian universities. Indonesian politics, however, currently takes effort to reduce the number of foreign workers in the country to provide jobs for local educated talents. Local politics successfully attempt to reject new applications for visas and furthermore discard visa renewals from SIEs already living in Indonesia. To draw a conclusion to the question to which extent SIE takes place in emerging markets, particularly in Indonesia it can be said, that the number of SIEs is growing in industrialized countries as well as in emerging markets, but in the case of Indonesia governmental intervention is about to lead to a decrease of SIEs in the country.

Main research question

*What are the motives of western European self-initiated expatriates to relocate to emerging markets, especially to Indonesia?*

In reference to sub question 1 and sub question 2 the final part addresses the motives that drove individuals from countries within western Europe to relocate self-initiated to Indonesia. In this thesis two main pushing factors that contribute to the motivation to go abroad could have been found out. First, individuals wanted to change their life to, for example enjoy a better work-life balance in the host country and second, they were dissatisfied with several aspects in the home country before they relocated. Those dissatisfying characteristics of the home country can be categorized in economic regression of the home country and work-related frustration in the country of origin. Consolidated, SIEs desired to escape from these certainly not satisfying circumstances (see Chapter 10.1).

Not only the above described push factors represent main motives for SIEs to expatriate to Indonesia. Moreover, personal characteristics are main motives which drive future SIEs to take initiative. Thereto counts a personal attitude towards an inner desire to seek for adventures. In this study it is called the SIEs “adventure gene” that depicts a key motive to expatriate.

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Manuel Hausjell
Individuals who plan to undertake SIE show a vigorous tendency towards seeing more of the world and exploring something new (see Chapter 10.3). Often the interview partners see the strong motive of adventure seeking in combination with prior experiences with host country. Due to previous travels for example, their desire to see more of the country and to adventure more in general increases radically. Another personal motive that contributes to the decision to relocate to Indonesia is move for love and is also closely linked to to previous experiences in the country. The study’s findings evidently show that a main driver for relocation is to engage in a relationship with a local who has been met because of previous travels. Interviewees report a strong desire for living together in the same country with their loved one and not to having a long-distance relationship anymore (see Chapter 10.3).

Regarding family reasons, a minor influence could have been detected as French participants took Indonesia as their host country because of family history. Furthermore, this was only significant in combination with following the spouse to Indonesia. However, the interviewees coming from western Europe mostly neither had children nor were married at the time of relocation, meaning they showed a common freedom. Family as a motive can consequently only been assumed as driving influence for relocation due to existing literature. In this study it didn’t play a major role though.

Last but not least a new phenomenon emerged in this study that definitely counts as a key indicator towards the willingness to relocate self-initiated. The desire to be ones’ own boss together with the intention to open an own business promoted the enthusiasm to undertake SIE. The vast majority of interview partners explained that the opportunity becoming entrepreneur was one of the most appealing motives for them to move to an emerging market, particularly to Indonesia (see Chapter 10.3).

To conclude the topic of motives of western Europeans who relocate self-initiated to emerging countries, particularly to Indonesia it has to be said, that a set of combinations of the motives that have been found out take effect. Though, all of them are bearing for Indonesia, some can not be generalized for all emerging markets worldwide.
Especially, research within the latter mentioned motive needs to be facilitated in order to prove validity. However, it is very likely that entrepreneurship as a main motive is applicable for (almost) all emerging markets (see Chapter 10.3).

17. Limitations and future outlook

Empirical research always comprises limitations, therefore the following subchapter indicates possible shortcuts. Finally, a future outlook will be given to encourage future research on the topic of SIEs to emerging markets.

17.1. Limitations

First of all, the interviews took part in Indonesia, face-to-face and should illustrate the interviewees personal feelings, experiences and opinions. However, the given answers might constitute the respondents’ politically correct statements and so, sometimes not their real perceptions and opinions. Even though, the interviewer intended a completely objective view of what has been said by the interviewees, interpretation might occur to be subjective partly.

This study comprises statements of individuals who relocated to Indonesia. Thus, only one country has been observed what makes a generalization of findings hardly consistent. Moreover, the interviews were conducted in a certain accessible area and may not reflect the whole country’s situation. Another limitation can be that the interviewees’ jobs vary from work in the private sector to governmental institutions in order to observe a broad perspective. Despite having the interviews conducted in Indonesia the timeframe hardly allowed to get insights to each participants’ jobs. Some may not hold proper academic jobs related to their previous studies. This may lead to the fact that their answers were influenced by their workplace.

Furthermore, language can depict a limitation, as mostly the respondents’ mother tongue differed from the language the interviews were taken, namely throughout in English. The mother tongue of the interviewer is German.
Both could bear the danger of misunderstandings as well as misinterpretation as well as a lack of ability to express the actual meanings and opinions.

Besides these limitations, this thesis illustrates a first step in examining SIEs who relocate to emerging markets, therefore it unveils similarities to commonly researched SIEs but also enhances new phenomena that have not been researched so far. This limits the findings in this thesis, as further research on SIEs as entrepreneurs in emerging markets have to be conducted to prove reliability.

17.2. Implications for research

For future research it would be interesting to extend the sample to further emerging countries in south – east Asia and later to emerging countries around the world to find similarities and differences to the motives that have been detected in this study. Through this a broader variety of interviews can be established and analyzed.

Another possibility to extend this research topic regarding the motives of western Europeans who relocate self-initiated to emerging countries by conducting a quantitative study.

Moreover, more in detail research has to be done on SIEs who show a desire to act as entrepreneurs in emerging markets. Conducting interviews with a larger sample in Indonesia on this topic is necessary to show stronger validity.

However, to get a more holistic picture of SIE to emerging markets the research can be expanded to countries of origin other than western Europe and different (emerging market) destinations in order to find similar as well as differing motives for SIEs to undertake expatriation.
Part III

Bibliography and Appendix
18. Bibliography


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19. **Appendix**

**Interview Guideline**

Thank you for taking the time to participate in this interview.

The collected data will be used for my diploma thesis at JKU Linz. It is about finding out the motives of western Europeans, why they relocated to Indonesia on their own – without any assistance of a sending company. The aim is to provide assistance for Western Europeans who also decide to move to Indonesia.

I hope you agree on my intention to record the interview, however your provided data will be treated confidentially and used anonymously. My supervisor and I will be the only ones getting in contact with the recorded and transcribed data anyway. If you are interested in receiving the final version of my thesis, please let me know.

1) **When you think back, why did you decide to go abroad and engage in employment arrangements?**
   
a. What were the drivers behind your decision?
      e.g. family reasons, seeking for adventure, occurring problems in home country, financial reasons, life change /escape, career considerations etc. job offer

b. What was the overall objective of your relocation?
      e.g. gather international experience, learn languages, get to know foreign cultures, etc. escape

   
c. For how long did you plan your relocation before actually undertaking it?
      e.g. spontaneously, medium timespan, well-thought-out plan, etc.
d. What have your expectations looked like before relocating to Indonesia?
   e.g. lifestyle, living standard, culture etc.

e. Did these expectations match with what you have experienced in your first months? Did the situation change and do you have a different point of view now?

f. Having in mind how companies compensate employees when sending them abroad, why did you choose the relocation without a company being involved?
   e.g. company culture reasons, independence of home country employer, adventure reasons, etc.

2) Why did you finally decide to relocate to Indonesia?

a. Which factors pushed you towards working and living in Indonesia and which factors appeared to argue against your decision?
   e.g. salary, (company) culture, etc.

b. Have other countries been part of your considerations to make an international career? Why and Which ones?
   e.g. language similarities / differences, close vs. far from home country, etc.

c. Which reasons came to your mind in order to exclude other countries?
   e.g. economical or political issues, private concerns, job offers, etc.
3) How would you describe the existing environment in Indonesia regarding working and living?
   a. How would you describe the existing environment?
      e.g. lower or higher living standard, etc.
   b. Did your expectations concerning working conditions fit to your current experiences?
      e.g. working hours longer / shorter than expected, etc.

4) Can you tell me something about you in person, meaning your demographics and your life before and after relocation to Indonesia?
   a. What is your country of origin?
   b. Have you had international experiences beforehand?
      e.g. exchange programs, internships, work and travel, etc.
   c. How has your familial situation changed regarding the time when you decided to relocate until now?
   d. Did you relocate to Indonesia on your own or did someone accompany you?
e. What is your current employment status; how would you describe your situation at present?

f. What is your professional background?

g. May I ask you what age you are?

5) **How about your future plans regarding the earlier discussed topics?**

a. After your experience in Indonesia, do you plan to return to your home country or do you have the intention to go to other countries for working reasons?

b. What are the reasons to stay in Indonesia / move to other countries / move to your home country?

c. Do you think your international experience will have impact on your future career in your home country or anywhere else? If yes, why do you think it impacts your future career?

6) **Wrapping up and looking back…**

- Would you again decide to live and work in Indonesia? Why / Why not?
- What can you recommend, and why would you recommend (or not) other people who are considering to relocate to Indonesia on their own – without any assistance of a sending company?
- What are your recommendations for Western Europeans who plan to move to an emerging market?
• Comparing the conditions between your home country and Indonesia, how did your personal standard of living change?

7) **Do you want to note any further contribution?**