



## EXPATRIATE SUCCESS: A KALEIDOSCOPIC CONSTRUCT

Nour El Amine

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# *Expatriate Success: A Kaleidoscopic Construct*

**Nour R. El Amine**



**Doctoral Thesis**

**2024**



Nour R. El Amine

# **Expatriate Success: A Kaleidoscopic Construct**

## **Doctoral Thesis**

Supervised by:  
Dr. Rosalía Cascón Pereira



**UNIVERSITAT  
ROVIRA i VIRGILI**

**Department of Business Management  
2024**





DEPARTAMENT DE GESTIÓ D'EMPRESES  
**Universitat Rovira i Virgili**

Facultat d'Economia i Empresa

FAIG CONSTAR que aquest treball, titulat " **L'èxit dels expatriats: Un constructe caleidoscòpic** " que presenta **Nour R. El Amine** per a l'obtenció del títol de Doctor, ha estat realitzat sota la meva direcció al **Departament de Gestió d'Empreses** d'aquesta universitat.

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HAGO CONSTAR que el presente trabajo, titulado " **El éxito de los expatriados: Un constructo caleidoscópico** ", que presenta **Nour R. El Amine** para la obtención del título de Doctor, ha sido realizado bajo mi dirección en el **Departamento de Gestión de Empresas** de esta universidad.

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I STATE that the present study, entitled "**Expatriate success: A kaleidoscopic construct**", presented by **Nour R. El Amine** for the award of the degree of Doctor, has been carried out under my supervision at the **Department of Business Management** of this university.

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Reus, 18 de Abril de 2024 / Reus, 18 de Abril de 2024 / Reus, April 18<sup>th</sup>, 2024

Dra. Rosalía Cascón-Pereira





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## Dedication

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*To my parents, the driving force behind my academic pursuits. Your sacrifices and unwavering encouragement are the bedrock upon which my achievements stand. This journey was as much yours as it was mine, and I am forever grateful for the values and determination you instilled in me.*


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## Resumen

En el actual panorama global ferozmente competitivo e incierto, las personas y las empresas optan cada vez más por opciones de expatriación. Los expatriados individuales pueden reubicarse de forma independiente o a través de sus organizaciones, impulsados por diversas razones, y su éxito es primordial. El éxito de las organizaciones depende del éxito de estos expatriados. Sin embargo, el concepto de éxito de los expatriados en la literatura internacional sobre gestión de recursos humanos sigue siendo algo ambiguo, con diferentes significados según las perspectivas adoptadas, el nivel de análisis y los antecedentes y dimensiones considerados. Esto subraya la complejidad de la definición de éxito de los expatriados y la versatilidad de las medidas adoptadas.

Por tanto, resulta imperativo comprender la naturaleza multifacética del éxito de los expatriados y su medición. Esta tesis contribuye a la literatura sobre expatriados al delinear y definir de manera integral este constructo caleidoscópico. Además, examina la multidimensionalidad del éxito de los expatriados adoptando un enfoque detallado para explorar el efecto poco estudiado de los antecedentes a nivel individual en las dimensiones subjetivas del éxito de los expatriados, destacando así su naturaleza fenomenológica y socialmente construida.

Esta tesis contribuye a esta comprensión a través de tres estudios. El primero realiza una revisión sistemática de la literatura (SLR) de 1990 a 2021 sobre el éxito de los expatriados. Utilizando el enfoque PRISMA, se seleccionaron y analizaron 249 estudios. Este estudio propone una definición integral objetiva y subjetivamente, mostrando su naturaleza multidimensional. También demuestra la interacción entre los antecedentes y las dimensiones del éxito de los expatriados en tres niveles: individual, interpersonal y organizacional. Partiendo de esta base, el segundo estudio valida empíricamente la naturaleza multidimensional del constructo y cuestiona la noción preconcebida que vincula el ajuste de los expatriados con el desempeño, demostrando que son dos dimensiones separadas del éxito de los expatriados. También explora la relación entre el capital psicológico (PsyCAP) y el ajuste y desempeño de los expatriados por separado, arrojando luz sobre antecedentes poco estudiados a nivel individual. Se recopilieron datos de 149 enfermeras autoexpatriadas (SIE) a través de una encuesta en línea realizada de mayo a julio de 2022. Utilizamos modelos de ecuaciones estructurales de mínimos cuadrados parciales (PLS-SEM) para explorar la relación entre variables. Finalmente, en el tercer estudio, entrevistamos a 20 militares expatriados (ME) y

adoptamos un enfoque interpretativo para analizar los datos y ampliar la comprensión de la dimensión subjetiva de su éxito al explorar cómo diferentes identidades sociales moldean sus percepciones de éxito. Este estudio muestra que los ME que validan sus identidades sociales en sus misiones internacionales tienen más probabilidades de percibir sus misiones como exitosas, enfatizando la importancia de las identidades como antecedentes del éxito percibido. Los hallazgos empíricos de esta tesis se extraen de muestras diversas y únicas de expatriados, incluidas enfermeras autoexpatriadas no occidentales en Kuwait y expatriados militares sanitarios en el Líbano, con el objetivo de capturar las percepciones de éxito en muestras diferentes de los tradicionales expatriados organizacionales.

En resumen, esta tesis subraya la naturaleza multidimensional del éxito de los expatriados y aboga por un enfoque matizado que considere las dimensiones subjetivas y objetivas del éxito al tiempo que reconozca la naturaleza evolutiva de las experiencias de los expatriados y su singularidad. Finalmente, proporciona implicaciones prácticas para los administradores de recursos humanos internacionales, equipándolos con las herramientas necesarias para gestionar con éxito a los expatriados.

## Abstract

In the current fiercely competitive and uncertain global landscape, individuals and businesses are increasingly moving to expatriation options. Individual expatriates may relocate independently or through their organizations, driven by various reasons, with their success remaining paramount. Organizations' success depends on the success of these expatriates. However, the construct of expatriate success in the international human resource management literature remains somewhat ambiguous, with different meanings based on the stakeholder's perspective, level of analysis adopted, and the antecedents and dimensions considered. This underscores the complexity of the definition of expatriate success and the versatility of its adopted measures.

Thus, it is imperative to understand the multifaceted nature of expatriate success and its measurement. This dissertation contributes to the expatriate literature by delineating and comprehensively defining this kaleidoscopic construct. Moreover, it examines the multidimensionality of expatriate success by adopting a nuanced approach for exploring the understudied individual-level antecedent's effect on expatriate success subjective dimensions, thus highlighting its phenomenological and socially constructed nature.

This thesis contributes to this understanding through three studies. The first conducts a systematic literature review (SLR) from 1990 to 2021 on expatriate success. Using the PRISMA approach, 249 studies were selected, analysed, and reported. This study proposes a comprehensive definition objectively and subjectively, showcasing its multidimensional nature. It also demonstrates the interplay between the antecedents and dimensions of expatriate success across three levels - individual, interpersonal, and organizational. Building upon this foundation, the second study empirically validates the construct's multidimensional nature and challenges the preconceived notion linking expatriate adjustment to performance, demonstrating that they are two separate dimensions of expatriate success. It also explores the relationship between psychological capital (PsyCAP) and expatriate adjustment and performance separately, shedding light on understudied individual-level antecedents. Data from 149 self-initiated expatriate (SIE) nurses were collected through an online survey conducted from May to July 2022. We used partial least squares structural equation modelling (PLS-SEM) to explore the relationship between variables. Finally, in the third study, we interviewed 20 military expatriates (MEs) and adopted an interpretive approach to analyse the data and extend the understanding of the subjective dimension of their success by exploring

how different salient social identities shape their perceptions of success. This study shows that MEs who validate their salient social identities in their international missions are more likely to perceive their missions as successful, emphasizing the significance of identities as antecedents of perceived success. The empirical findings of this thesis are drawn from diverse and unique expatriate samples, including non-Western self-initiated expatriate nurses in Kuwait and military healthcare expatriates in Lebanon, with the aim of capturing success perceptions beyond traditionally assigned expatriates.

In summary, this thesis underscores the multidimensional nature of expatriate success and advocates for a nuanced approach that considers subjective and objective dimensions of success while recognizing the evolving nature of expatriate experiences and their uniqueness. Finally, it provides practical implications for international human resource managers, equipping them with the necessary tools to successfully manage expatriates.

## Resum

A l'actual panorama global ferotgement competitiu i incert, les persones i les empreses opten cada cop més per opcions d'expatriació. Els expatriats individuals poden reubicar-se de manera independent o a través de les seves organitzacions, impulsats per diverses raons, i el seu èxit és primordial. L'èxit de les organitzacions depèn de l'èxit d'aquests expatriats. Tot i això, el concepte d'èxit dels expatriats a la literatura internacional sobre gestió de recursos humans continua sent una mica ambigu, amb diferents significats segons les perspectives adoptades, el nivell d'anàlisi i els antecedents i dimensions considerats. Això subratlla la complexitat de la definició d'èxit dels expatriats i la versatilitat de les mesures adoptades.

Per tant, és imperatiu comprendre la naturalesa multifacètica de l'èxit dels expatriats i la seva mesura. Aquesta tesi contribueix a la literatura sobre expatriats en delinear i definir de manera integral aquest constructe calidoscòpic. A més, examina la multidimensionalitat de l'èxit dels expatriats adoptant un enfocament detallat per explorar l'efecte poc estudiat dels antecedents individuals en les dimensions subjectives de l'èxit dels expatriats, destacant així la seva naturalesa fenomenològica i socialment construïda.

Aquesta tesi contribueix a aquesta comprensió a través de tres estudis. El primer fa una revisió sistemàtica de la literatura (SLR) del 1990 al 2021 sobre l'èxit dels expatriats. Utilitzant l'enfocament PRISMA, es van seleccionar i analitzar 249 articles. Aquest estudi proposa una definició integral objectivament i subjectivament, mostrant la seva naturalesa multidimensional. També demostra la interacció entre els antecedents i les dimensions d'èxit dels expatriats a tres nivells: individual, interpersonal i organitzacional. Partint d'aquesta base, el segon estudi valida empíricament la naturalesa multidimensional del constructe i qüestiona la noció preconcebuda que vincula l'ajust dels expatriats amb l'acompliment, demostrant que són dues dimensions separades de l'èxit dels expatriats. També explora la relació entre el capital psicològic (PsyCAP) i l'ajust i l'acompliment dels expatriats per separat, fent llum sobre antecedents poc estudiats a nivell individual. Es van recopilar dades de 149 infermeres autoexpatriades (SIE) a través d'una enquesta en línia realitzada del maig al juliol del 2022. Es van utilitzar models d'equacions estructurals de mínims quadrats parcials (PLS-SEM) per explorar la relació entre variables. Finalment, al tercer estudi, vam entrevistar 20 militars expatriats (ME) i vam adoptar un enfocament interpretatiu per analitzar les dades i ampliar la comprensió de la dimensió subjectiva del seu èxit en explorar com diferents identitats socials modelen les seves percepcions d'èxit. Aquest estudi mostra que els ME que validen les seves

identitats socials a les seves missions internacionals tenen més probabilitats de percebre les seves missions com a exitoses, emfatitzant la importància de les identitats com a antecedents de l'èxit percebut. Les troballes empíriques d'aquesta tesi s'extreuen de mostres diverses i úniques d'expatriats, incloses infermeres autoexpatriades no occidentals a Kuwait i expatriats militars sanitaris al Líban, amb l'objectiu de capturar les percepcions d'èxit en mostres diferents dels tradicionals expatriats organitzacionals.

En resum, aquesta tesi subratlla la naturalesa multidimensional de l'èxit dels expatriats i advoca per un enfocament matisat que consideri les dimensions subjectives i objectives de l'èxit, alhora que reconegui la naturalesa evolutiva de les experiències dels expatriats i la seva singularitat. Finalment, proporciona implicacions pràctiques per als administradors de recursos humans internacionals, equipant-los amb les eines necessàries per gestionar amb èxit els expatriats.



## Chapter 1. Introduction

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## **Chapter 1. Introduction**

### **1.1. Theme and structure of the thesis**

This doctoral thesis examines the concept of expatriate success in the field of international human resource management (IHRM), focusing specifically on expatriate management research. Expatriates are legally employed individuals who reside temporarily in a country where they are not citizens to pursue career goals. They may be relocated by an organization, make the decision themselves, or be directly employed within the host nation (McNulty & Brewster, 2017). When organizations send individuals abroad temporarily to accomplish specific tasks, such as entering new international markets or transferring knowledge, these individuals are known as organizational expatriates (OEs) or assigned expatriates (AEs) (Harzing, 2001). In contrast, individuals who independently decide, regardless of an employer, to relocate to a foreign place for employment, career advancement, travel, or lifestyle preferences are referred to as self-initiated expatriates (SIEs) (Jokinen et al., 2008).

Expatriates, whether OEs or SIEs, play a crucial role in the success of the organizations they work for in foreign markets. Given the critical roles of expatriates, researchers have extensively investigated their success in various domains and contexts (Benson & Pattie, 2009; Van Bakel, 2019). These various studies have examined several antecedents and dimensions to define expatriate success (e.g., McNulty, 2008; Traavik & Richardsen, 2010; Webber & Vögel, 2019). However, their definitions have revolved around the same variables, namely, achieving organizational goals, cross-cultural adjustment (CCA), and completion of international assignments (IAs) (e.g., Gabel et al., 2005; Porter & Tansky, 1999), and considered similar samples in terms of characteristics and settings, namely, Western and high-profiled corporate OEs (McNulty & Brewster, 2020). This has ultimately led to a fragmented understanding of the comprehensive meaning and components of expatriate success and underpinned a lack of consensus around the construct and its measure (Hemmassi et al., 2010). Previous traditional and objective measures of expatriate success (e.g., Black & Gregersen, 1991; Setti et al., 2022) and more contemporary ones (e.g., Harzing & Christensen, 2004) have overlooked this construct's phenomenological and subjective aspect. In recent years, the meaning of expatriate success has evolved to entail broader, more subjective, phenomenological, and socially constructed elements (Cerdin & Le Pargneux, 2009; Dries, 2011; Benson et al., 2020), which were overlooked in previous definitions. Despite these advances, some critical aspects remain overlooked. Due to the complex web of stakeholders

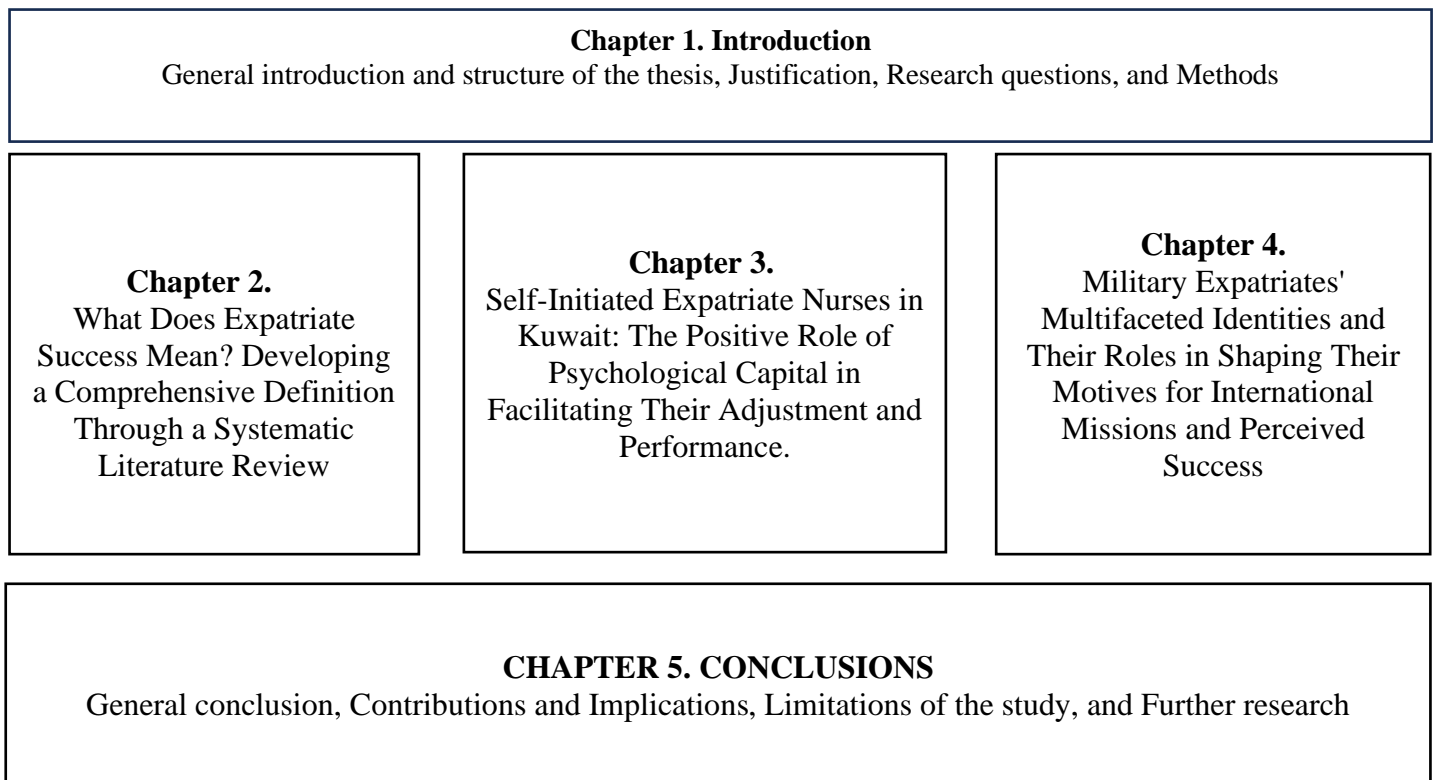
involved, the multidimensionality of the expatriate success construct (e.g., Mello et al., 2023; Toh et al., 2012), and the various existing discrepancies in the established knowledge and perspectives considered, it becomes crucial to offer an integrative definition of expatriate success for additional and informed clarity.

While cultural intelligence (CQ; Huff, 2013), Big Five personality traits (Ones & Viswesvaran, 1997), and emotional intelligence (EQ; Cray et al., 2018) have been extensively studied as influencing expatriate success antecedents, there has been insufficient attention given to the underlying subjective psychological mechanisms (i.e., identity work) that may be critical for expatriates' perceived success in their foreign employment endeavors. Thus, understanding and comprehensively defining the kaleidoscopic construct of expatriate success remains key in expatriate management research. Therefore, the aim of this dissertation is threefold: (1) to understand and delineate the multidimensional nature of expatriate success; (2) to explore how other (less-explored) individual-level antecedents influence the construct's multidimensionality; and (3) to emphasize the role of identity in the construction of expatriate's success subjective dimensions.

In doing so, this thesis demonstrates the theoretical and practical importance of delineating the crucial concept of expatriate success.

Considering the aforementioned, we also considered unique and special samples to enable us to establish this understanding of expatriate success. This thesis focused on non-Western expatriates in a non-Western context, namely, the global south. The samples, consisting of SIE nurses and military expatriates (MEs) who are healthcare professionals, enable the expansion of knowledge beyond the traditionally Western and high-profile corporate OEs (McNulty & Brewster, 2020, Brewster et al., 2021). These unique contexts underscore the significance of such unique samples, as their foreign work experiences vastly differ from those of traditional expatriates. Additionally, it deepens and expands our understanding of expatriate success. This theoretical understanding leads also to practical importance as well. In understanding the construct's subtleties, subjectivity, and comprehensiveness, human resource departments will be better equipped to offer professional and psychological support to their expatriate employees. These support activities can ensure their expatriates' well-being, provide the necessary training, and simultaneously reduce turnover rates and increase employee retention in these competitive, sensitive, and volatile markets.

This doctoral thesis is a compilation of articles in accordance with Mason and Merga’s “Sandwich Model A” (2018, p. 1461). Chapter 1 introduces the study, presents the structure of the thesis, provides the rationale, outlines research questions and how they have been responded to in each study, and outlines the methodologies used. After that, the three studies are presented as independent but linked by the overarching aim of understanding expatriate success in Chapters 2, 3, and 4. Each article is composed of its own introductory sections, methodology, results, discussion, conclusion, and references. They have adopted the format of the journals where they have been submitted. Finally, Chapter 5 concludes this dissertation by highlighting the main contributions, practical implications, limitations and directions for future research. Figure 1.1. illustrates the structure of this dissertation.



**Figure 1.1.** Thesis structure based on the Sandwich Model A (Source: Author's own elaboration, based on Mason and Merga (2018))

Table 1.1 provides a summary of the publications incorporated in this thesis, indicating their respective chapters and the journals in which they have been published, are currently under review or are being prepared for submission.

**Table 1.1.** Summary of the articles

	Chapter 2	Chapter 3	Chapter 4
Article Title	What Does Expatriate Success Mean? Developing a Comprehensive Definition Through a Systematic Literature Review	Self-Initiated Expatriate Nurses in Kuwait: The Positive Role of Psychological Capital in Facilitating Their Adjustment and Performance	Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success
Journal	Career Development International	Journal of Nursing Management	International Journal of Human Resource Management
Quartile JCR	Q3 Management and Q3 Applied Psychology	Q2 Management and Q1 Nursing	Q2 Management
Quartile SJR	Q2 Organizational Behavior and Human Resource Management	Q1 Leadership and Management	Q1 Business and International Management
Impact Factor JCR & SJR	3.0 (2022)	5.5 (2022)	5.6 (2022)
Status	Published	Under Review	Submitted
Subject area	Management	Management	Management
Journal position within the area	166/227	89/227	84/227
Keywords	Expatriate success, SLR, PRISMA approach, Cross-cultural adjustment, Performance, Career development	Psychological capital, expatriate nurses, health workforce crisis, motivation, adjustment, performance	Prominent Identities, Social Identity, Identity validation, Perceived success, Military expatriates
Data source	Academic papers, conference papers, and book chapters	Survey (Private Hospital in Kuwait)	Semi-structured interviews (UNIFIL)
Type	Systematic Literature Review	Empirical (Quantitative)	Empirical (Qualitative)

## 1.2. Justification

This thesis draws on and contributes to expatriate management literature, explicitly delving into expatriate success as a critical concept in this domain. Given the researcher's familiarity with expatriate challenges through professional and personal experiences, the selected study topic aligns with the researcher's interests, providing the main source of inspiration throughout the PhD process (Wilson, 2014). From the onset of the project, both the researcher's and supervisor's interests were in harmony with the overarching topic of expatriate success at the individual level to obtain a deeper understanding of it. As the research developed and gaps were uncovered throughout, the decision was to focus on more distinctive samples and conduct empirical investigations to attain this general understanding on a deeper level.

Amidst the ongoing global crises and current uncertainties (PWC Global Crisis Survey, 2021), organizations continue to rely heavily on expatriates for business success and expansion. Numerous definitions of expatriate success have been put forth over the years. For instance, Tung (1981) defined the construct as completing the assignment. Black, Mendenhall, and Oddou (1991) started considering expatriate adjustment as the dominant criterion of expatriate success. Meziar and Scandura (2005) proposed that an expatriate is successful if the organization retains them after their assignment completion. Furthermore, differences in defining expatriate success extend to the various antecedents and measures that have overlapped or been employed as one or the other without a clear differentiation and categorization (e.g., Benson & Pattie, 2009; Caligiuri, 1997; DeNisi & Sonesh, 2016; Florkowski & Fogel, 1999; Reiche & Harzing, 2011; Shaffer & Harrison, 1998; Templer, 2010; van Bakel et al., 2011).

Furthermore, the existing definitions of expatriate success have primarily focused on OEs but, to a lesser extent, on SIEs and other less commonly investigated types such as MEs. These examples overlook crucial elements, including those about the expatriates themselves, their own perceptions of success, and their overall performance, among other factors, during their deployments. Thus, the current established "objective" conceptions alone are insufficient to capture the multidimensionality of expatriate success when the subjective dimension of the construct has recently gained importance and begun to be expressed in terms of either work satisfaction, life satisfaction, or well-being related to career (Canhilal et al., 2015). More recent shifts can be seen in encompassing the expatriate's subjective perceptions of success (e.g., Mello et al., 2020) or their perceived career expectations from the individual's perspective (Haski-Leventhal et al., 2020; Sokro et al., 2021). Yet, there is still a lack of consensus and clarity about the definition and measurement of expatriate success (Bonache & Noethen, 2014; Hemmasi et al., 2010), as research often adopts a unidimensional perspective focusing solely on objective measures (Kumarika Perera et al., 2017). Consequently, a more comprehensive understanding of expatriate success that incorporates multiple dimensions and considers its subjective nature is required. Accordingly, this dissertation was carried out in conceptual and empirical phases to satisfy the identified gap.

In the first stage, the conceptual one (Chapter 2) fills the initially identified gap by systematically reviewing the literature on expatriate success from 1990 to 2021 and offers an integrative definition while highlighting the interplay of its antecedents and dimensions,

thereby creating a knowledge baseline regarding the prior literature on the topic. Subsequent chapters of this thesis consist of two empirical studies (Chapters 3 and 4) aimed at addressing the identified gaps in the first study. These gaps include the lack of theoretical foundation when addressing expatriate success and the need to shift the measurements used to evaluate expatriate success to encompass its subjective and socially constructed nature, emphasizing the individual level and subjective aspects of the construct. Furthermore, these two empirical studies confirm the multifaceted nature of expatriate success by focusing on special samples of SIEs and OEs.

Building on the initially identified gap, and the aforementioned ones that arised from the SLR, two empirical studies are devised and conducted to explore and validate the multidimensional and subjective nature of expatriate success. Moreover, with an understanding of Spurk et al.'s (2019) expansion of theoretical categories to elucidate the antecedents of career success and in acknowledgment of the dynamic shifts in the landscape of careers, there arises a pressing need for a more comprehensive understanding of expatriate success as it constitutes the base for later career success, which extends beyond mere financial stability to emerge as a significant contributor to personal identity, life satisfaction, and self-realization (Guan et al., 2019).

While academics have extensively explored many individual antecedents of expatriate success, including CQ (e.g., Huff, 2013), EQ (e.g., Cray et al., 2018), and the Big Five personality traits (Ones & Viswesvaran, 1997), other psychological factors have been overlooked. One individual factor, psychological capital (PsyCap; Luthans et al., 2007), seemingly plays a significant role in understanding domestic employees' success (Choi & Lee, 2014), motivations, and performances but has not been equally explored among expatriates. PsyCap, as a core construct, has only been conceptually positively associated with influencing expatriates' adjustment and performance (Davis et al., 2018), lacking empirical research, though its subdimensions were studied independently (e.g., resilience (Davies, 2019), optimism (Jassawalla et al., 2004), self-efficacy (Osman-Gani & Rockstuhl, 2009)).

Therefore, Chapter 3 fills these gaps by empirically examining whether PsyCap positively influences SIE motivation and success, focusing specifically on their adjustment and perceived performance as distinct dimensions. This investigation draws upon the conservation of resources theory (COR; Hobfoll, 1988) and self-determination theory (SDT; Ryan & Deci, 2000). COR is increasingly applied as a more general motivational theory (Hobfoll et al.,

2018); it describes the general principles by which resources function, change, and are managed to get desired results (Hobfoll et al., 2018). Spurk and colleagues (2019) "propose that COR offers a highly useful framework for understanding career success, including its process, predictors, conditions, and outcomes" (p. 39) and that "resources are critical in attaining valued aims and can exist at the personal and contextual levels. This implies that one theoretical explanation for between-person differences in career success is that people differ in the extent to which they can draw on personal and/or contextual resources to achieve their career success goals" (Spurk et al., 2019; p. 39). Therefore, borrowing from Spurk and colleagues (2019), we apply COR theory (Hobfoll, 1988) to comprehend the effect of PsyCap on SIEs' motivation, adjustment and performance.

This unveiling of the relationship between individual antecedents and subjective dimensions of success surfaces the gap we address in Chapter 4 concerning the role of motives and identities in relation to perceived success. There is compelling evidence to suggest that outcomes that people desire for their careers and that define their perceived success reflect their professional and social identities (Sullivan & Baruch, 2009). Specifically, examining expatriates' identities seems crucial for comprehending any subjective dimension of career success, as their identities shape individual motives and career expectations. However, although identities, in general, and expatriates' identities, in particular, are a burgeoning field, few studies have explored expatriates' multifaceted identities in relation to their success.

Moreover, the few studies that have done so have limited to considering adjustment as a narrow and objectivist measure of success without consideration to the subjective nature of expatriate success. For instance, professional identities have been shown to influence how AEs adjust and engage in networking behaviors (Lauring & Selmer, 2009), national identities have been related to adjustment (Kraimer et al., 2016) or to repatriate turnover (Kraimer et al., 2012), and expatriate and cultural identities have been linked to work and non-work adjustment in AEs (Peltokorpi & Zhang, 2020). In contrast, the impact of IAs on expatriates' cultural identities and subjective career has been studied (Kohonen, 2004, 2005 & 2008), but not in relation to their perceived success. These few studies, with the exception of Lauring and Selmer (2009), have focused on cultural identity. We agree that cultural identity is relevant to understanding the experience of expatriates (Sussman, 2000). However, the focus on cultural identity alone has prevented academics from considering other identities that could be equally, if not more, salient and significant in expatriate success (Peltokorpi & Zhang, 2020). Thus,

second empirical study (Chapter 4) addresses these gaps by investigating the relationship between expatriates' salient identities and their motives and perceptions of success. Specifically, it concentrates on a distinct and understudied subset of assigned expatriates, MEs. Despite some research on MEs mainly in military studies, a significant gap exists within the management disciplines of IHRM, international management, and international business (Fisher et al., 2015). This gap is even more pronounced due to the limited empirical research on MEs and their perceptions of success (Abbe, 2008).

Given MEs' unique challenges in terms of career and the extreme contexts where they work, the lack of comprehensive research in this domain is a significant oversight. Extreme contexts, such as military deployments, require individuals with strong and well-defined identities (Kolditz, 2007). To address the aforementioned gaps, Chapter 4 draws on the social identity approach (SIA; Haslam, 2004) to empirically investigate the salient social identities of MEs and how these identities shape their motives and perceptions of success.

### **1.3. Objectives**

The primary objective of the thesis is to advance our understanding of the construct of expatriates' success by offering a comprehensive definition encompassing both objective and subjective dimensions. Furthermore, the thesis aims to explore at the individual level the interplay among individual antecedents and dimensions that contribute to expatriate success. The study used a top-down approach, starting with a broad conceptualization and gradually honing it to specific instances that shape the understanding of expatriate success. Thus, to achieve the overall objectives, several sub-objectives were addressed in each of the three studies (Chapters 2, 3, and 4) through an SLR and two empirical studies, respectively.

In particular, the first study (Chapter 2) seeks to solidify the knowledge base on expatriate success by systematically reviewing previous studies in this area. It presents an overview of its dimensions, antecedents, and their interplay. The interplay among these antecedents and dimensions reveals important components that have been largely overlooked jointly and instead examined separately to define expatriate success. In consequence, it proposes an integrative definition of expatriate success as a multidimensional construct, with both objective and subjective dimensions, that will constitute a stepping stone for the following two studies in this thesis. This study accomplishes sub-objective (1) by analyzing and delineating the multidimensional nature of expatriate success through addressing the following

two research questions: (1) How does the previous literature on expatriate success define it? (2) What variables are considered in these definitions, and what are their predominant relationships?

Chapters 3 and 4 comprise two empirical studies in which we empirically validate the multifaceted and subjective nature of expatriate success by examining antecedents at the individual level of analysis. To do so, we sought two distinct and exceptional expatriate samples. In the first empirical study (Chapter 3), we sampled non-Western SIEs employed in the global south. In particular, we selected SIE nurses employed in Kuwait given the critical nurse workforce crisis (WHO, 2022) as healthcare professionals are among the most popular and in-demand expatriate workforce. Through surveys, we aimed to understand how psychological capital and motivation influence SIEs' success, focusing primarily on two dimensions: adjustment and performance. Chapter 3 develops several hypotheses to test these relationships and accomplishes sub-objective (2) by exploring how additional, less-explored individual-level antecedents shape the multidimensionality of the construct.

Finally, in the third study (Chapter 4), we continue to build upon the foundational knowledge and identified gaps from the first study. We aim to delve into the subjective aspect of expatriate success, particularly emphasizing the significance of less explored individual psychological antecedents such as identities. Thus, the third study explores how expatriates' prominent identities shape their motives and perceptions of success. This study focuses on a particular category of AEs that has been largely understudied compared to other AE counterparts but is increasingly significant today due to globally volatile military and political situations. Our MEs sample is critical to understand as it remains relatively less explored from the human resource perspective (Fisher et al., 2015). Specifically, we interviewed military health professionals deployed to Lebanon to investigate how individual antecedents, particularly prominent identities, shape their motives and perceptions of success in their foreign assignments. Thus, Chapter 4 achieves sub-objective (3) by highlighting the role of identity in the construction of expatriate's success subjective dimensions. Understanding the perception of success from different expatriate types and experiences adds much-needed depth and breadth to the body of research. Table 1.2 presents the alignment of the sub-objectives across the different chapters with the overall objective of the thesis.

**Table 1.2.** Thesis overall objective and sub-objectives

Objective	Chapter
<b>Thesis Overall objective</b>	
<b>To extend the knowledge on expatriates' success construct by providing a comprehensive definition encompassing both objective and subjective dimensions and exploring at the individual level the interplay among individual antecedents and dimensions contributing to expatriate success.</b>	All Chapters
<i>Sub-objectives</i>	
<i>To understand and delineate the multidimensional nature of expatriate success</i>	Chapters 2, 3 and 4
<i>To explore how additional (less-explored) individual-level antecedents shape the construct's multidimensionality</i>	Chapter 3
<i>To highlight the role of identity in the construction of expatriate's success subjective dimensions</i>	Chapter 4

#### **1.4. Methodology**

This section delineates the overarching methodological approach and decisions undertaken for the thesis. It provides a rationale for how the nature of the research questions initially required the use of secondary data in the conceptual stage of the thesis. For the empirical stage, a quantitative approach was adopted for one study and a qualitative approach for another to gather primary data pertinent to fulfill the objectives set. Additionally, it supports the choice of samples and instruments employed while summarizing the analytical approaches applied.

#### *1.4.1 Secondary data*

The nature of the leading research objective of this thesis necessitates the usage of secondary data to comprehensively understand expatriate success and propose an integrative definition of the construct. Research on expatriates involves many disciplines (Stahl et al., 2002), leaving the collection and analysis of knowledge a difficult undertaking. Moreover, despite the growing body of research regarding expatriate success, the findings from these studies vary, leaving our comprehension of its origins and aspects incomplete (Bonache & Noethen, 2014; Hemmasi et al., 2010). Hence, this thesis first employs an SLR in Chapter 2 to identify gaps in the existing literature and suggest directions for further research (Kitchenham, 2004). SLRs (Tranfield et al., 2003) are typically adopted in research contexts where a comprehensive, systematic, and unbiased synthesis of a large volume of existing literature is needed to address specific research questions. As opposed to narrative literature reviews, SLRs employ repeatable techniques to reduce bias in identifying, selecting, and evaluating studies (Needleman, 2002). The 249 selected studies and findings were reported using the PRISMA approach (Moher et al., 2009), which is well-suited for SLRs as it reduces bias in the article selection, analysis, and reporting process (Petticrew & Roberts, 2006).

#### *1.4.2 Primary data*

To answer the research objectives, primary data from expatriates is required. As Chapter 3 aims to examine PsyCap's relationships with SIEs' motives, adjustment, and performance, a series of hypotheses were tested in a cross-sectional study using primary data collected through an online survey administered to a sample of SIE nurses employed in a private hospital in Kuwait. Chapter 4 focuses on investigating and understanding how expatriates' prominent identities affect their motives and perceived success. Given the exploratory nature of the study and the qualitative nature of identities, motives, and perceived success, conducting interviews with MEs to gain insights into their perspectives, experiences, and interpretations becomes necessary. The following section justifies the selected tools and samples.

#### *1.4.3 Empirical studies' samples and tools*

Chapters 3 and 4 cover the empirical part of this thesis. It is important to note that both empirical studies' tools (the survey and the interview guide) obtained approval from the

CEIPSA at URV (Ethical Committee) (see Appendix 6.1), guaranteeing adherence to ethical guidelines throughout the research process. Chapter 3 examines the relationships between PsyCap and expatriates' motives, adjustment, and performance in the context of nurse workforce crises (Lowman & Harms, 2022). Hence, we decided to investigate SIE nurses employed in private Kuwaiti hospitals, given Kuwait's heavy dependence on expatriate labor, especially in the private sector, where 95% of the workforce comprises expatriates (CSB-Kuwait, 2023).

To gather data, we ran an online survey from May to July 2022 at a prominent private hospital in Kuwait. The survey targeted nurses, resulting in a final sample of 149 SIE nurses. Most respondents were female and from developing Asian nations, consistent with global and Kuwaiti nursing data (WHO, 2020). The survey incorporated various scales to collect data on the variables under investigation. For the independent variables, PsyCap, PsyCap Questionnaire (PCQ) was used to measure PsyCap (Luthans et al., 2007), operationalized as a second-order construct comprising four first-order subscales: self-efficacy, optimism, hope, and resilience; motivation was measured using the Multidimensional Work Motivation Scale (MWMS) by Gagné et al. (2015), which includes six first-order subscales connected to SDT. For dependent variables, CCA was measured using Black's 14-item scale (1988), covering facets such as general adjustment, interactional adjustment, and work adjustment; performance was measured using the Individual Work Performance Questionnaire (IWQP; Koopmans et al., 2014), which assesses task performance, contextual performance, adaptive performance, and counterproductive performance.

The second empirical study of the thesis, Chapter 4, addressed the research question concerning how expatriates' prominent identities influence their motives and perceived success. Qualitative research was selected to delve into this understudied field thoroughly, necessitating interviews with the relevant population. Specifically, the study focuses on MEs on military assignments, recognizing that extreme contexts, such as military assignments, require individuals with strong and well-defined identities (Kolditz, 2007). Hence, we chose to interview military physicians and nurses from several battalions of the United Nations Interim Force In Lebanon (UNIFIL) stationed in Lebanon. We chose UNIFIL as it has been present for 45 years in Lebanon (UNIFIL Background, 2016), and it is culturally diverse as it employs over 10,000 peacekeepers from 48 troop-contributing countries (UNIFIL \_ Troop Contributing Countries, 2024). UNIFIL expatriates assume diverse responsibilities beyond their military

roles, with a significant percentage serving as healthcare professionals, including physicians and nurses. This intentional selection allows for exploring their multifaceted identities, recognizing their dual roles as guardians of peace and custodians of health in challenging environments.

We interviewed health professionals (physicians and nurses) from four battalions (Spanish, Cambodian, Indonesian, and Nepalese contingents) deployed to Lebanon through UNIFIL. With a heterogeneous purposive sampling strategy, the sample considers various MEs in terms of age, gender, nationality, rank, tenure in the army, and frequency of IAs. Access to these troops was obtained through an arduous process spanning over 2 years, mainly because of the sensitivity of the peacekeeping mission and strict security measures. High-security boundaries necessitated meticulous background checks conducted by their headquarters to ensure the safety and security of the peacekeepers and their mission. Participant recruitment was facilitated by the liaison officer in the Lebanese Armed Forces, who played a crucial role in providing access to the study's participants within their individual battalions. Twenty semi-structured in-depth interviews were conducted in the respective battalion's barracks between November 2021 and April 2022. They were held in the barracks due to restricted mobility of the peacekeepers and tight rules, underscoring the particular conditions under which the research was conducted within each battalion's barracks. The interview guide covered participants' backgrounds, IAs and career paths, interpersonal relationships, evolving identities during the current assignment, and impressions of their current and future plans. The interview guide served as a road map to direct the probing questions throughout the interview process. However, the conversations with the interviewees flowed freely, providing ample room for the emergence of any topics or ideas they wished to express spontaneously.

#### *1.4.4. Analysis*

The analytical approach was designed to fit the objectives of the three studies:

For the first study, initially, we conducted a descriptive analysis to examine how expatriate success-related variables were addressed in existing literature, including authors, publication dates, journals, research methodologies, data collection techniques, and the unit of analysis (individual, interpersonal, and organizational levels). This analytical approach facilitated the accomplishment of key objectives, notably the identification of dimensions and antecedents contributing to expatriate success. Employing a bottom-up methodology inspired

by Braun and Clarke (2006), we carried out an inductive thematic analysis of our data. This required a rigorous coding process unbound from preconceived frameworks or analytical biases, allowing for the emergence of diverse initial codes associated with variables such as identified antecedents and dimensions. These initial codes were subsequently grouped into potential themes of interest. Subsequently, the themes identified from our selected studies were extracted, meticulously coded, and then organized into coherent clusters representing overarching themes. Utilizing these overarching themes—specifically individual, interpersonal, and organizational antecedents or dimensions and their respective definitions—we undertook a detailed examination of trends in expatriate success definitions. This analysis, conducted manually, included tabulating data chronologically to highlight divergent trends and changes in expatriate success definitions over time. Drawing on Rousseau and colleagues' classification (2008), we deployed integration and interpretation methodologies to analyze and synthesize our data. Integration involves triangulating different studies and methods and allows us to answer important questions, including the variables considered in the studies, their respective definitions of expatriate success, and the theoretical frameworks supporting their analyses. In contrast, interpretation entailed collecting descriptive data, identifying common concepts, and transferring them to new classifications to develop new constructs. While our study did not explicitly introduce a novel construct, our systematic classification of its dimensions and critical identification of gaps within current definitions enlarged and refined the construct's conceptual boundaries.

For the second study, we used structural equation modeling (SEM) to explore the relationship between variables (Ringle et al., 2022). SEM allows for estimating complex relationships between latent variables and observed indicators, providing a thorough theoretical understanding (Hair et al., 2019). PLS-SEM is particularly suitable for our research due to the inclusion of latent variables with a significant number of indicators and our limited sample size, which exhibits non-normal distribution (Hair et al., 2017). Furthermore, two constructs in our model, motivation and performance, were modeled as second-order formative constructs, rendering classic covariance-based SEM (Hair et al., 2019). Conversely, PsyCap and CCA were modeled as second-order reflective constructs, and the final model incorporated the second-order constructs using the disjoint two-stage approach (Sarstedt et al., 2019). Finally, we evaluated the statistical significance of weights and loadings using 5,000 sub-bootstrapping samples (Hair et al., 2022).

To address third paper's research questions , we approached the data with preconceived notions of the main themes (prominent identities, motives, and perceptions of success) but allowed codes to emerge freely by continuously comparing interview transcripts. Thus, we used a combination of deductive and inductive analysis through thematic analysis (Boyatzis, 1998). Specifically, we followed the systematic thematic analysis process outlined by Naeem et al. (2023) to construct a conceptual model. This involved key steps such as keyword and quotation selection, coding, theming, interpretation, and model development. Initially, we analyzed transcribed interviews and selected quotes showcasing diverse perspectives relevant to our research objectives. We identified frequently used keywords and organized them into codes. Themes were assigned to these codes based on their underlying meanings. Moving from initial coding to more refined axial and selective coding stages (Strauss & Corbin, 1998), our analysis highlighted differences within the overarching themes of prominent identities. In the subsequent phase, we further examined these themes and codes to elucidate the factors contributing to these differences, exploring the interplay between MEs' prominent identities, motives, and perceptions of success. Finally, we distinguished participants based on their prominent identities, motives, and perceptions of success. This comparative analysis led to the development of a comprehensive conceptual framework summarizing our findings.

As I conclude the methods section of this thesis, I reflect on how navigating the various methodological approaches of quantitative and qualitative research traditions throughout this study has not only offered challenges but has also sharpened my skills as a versatile and skilled researcher.

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## Chapter 2.

What does expatriate success mean? Developing a comprehensive definition through a systematic literature review

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## Chapter 2. What does expatriate success mean? Developing a comprehensive definition through a systematic literature review

### Systematic Literature Review

#### **What does expatriate success mean? Developing a comprehensive definition through a systematic literature review**

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### 2.1. Introduction

Despite the worldwide crises and current global turmoil (PWC Global Crisis Survey, 2021), organisations largely remain dependent on expatriates for business success and expansion. They rely on them to establish business relations, transfer knowledge, control the subsidiary, or achieve goals set before the assignment (DeNisi & Sonesh, 2016). Accordingly, expatriate success demonstrates a prominent position in the literature on expatriate management as the primary dependent variable (e.g. Kraimer & Wayne, 2004; Reiche & Harzing, 2011).

Nevertheless, this literature presents no consensus on what expatriate success means or how it is measured (Hemmasi et al., 2010). Expatriate success has been conceptualised in various ways, from individual and organisational perspectives and through objective and objectivist measures. Traditionally success depended on whether the expatriate stayed or left the mission (Caligiuri & Cascio, 1998) which is a direct, objective and observable fact from the organisational perspective. Next, the second and most extended conception of expatriate success has been an adjustment-defined as the extent to which expatriates are comfortable living abroad (e.g. Black, 1990; Black & Gregersen, 1991)– to the new assignment and environmental context. However, this is an “objectivist measure” of career success since respondents rate their level of adjustment with researcher-imposed expatriate success criteria without considering the concept’s subjective nature (Briscoe et al., 2021). A third and more contemporary conception of expatriate success is based on achieving the organisational goals for the assignment (Harzing & Christensen, 2004). Even though this measure of success is not

standard but adapts to the nature of each organisation and international mission, it still leaves out the phenomenological and subjective nature of the construct. The lack of consensus on expatriate success measures and definitions extends to the studies investigating their antecedents. For instance, they associated expatriate success with one or more of the following: adjustment (Black et al., 1991), withdrawal cognitions (Shaffer & Harrison, 1998), job performance (Caligiuri, 1997), organisational commitment (Florkowski & Fogel, 1999) and assignment completion (Reiche and Harzing, 2011). The most widely used dimension as a proxy measure of expatriate success is cross-cultural adjustment (CCA), performance, satisfaction and organisational commitment, respectively (Hemmasi et al., 2010). Also, this disagreement is evident in how studies used one concept (e.g. adjustment) as either a measure (e.g. DeNisi & Sonesh, 2016) or antecedent of success (e.g. Benson & Pattie, 2009; Templer, 2010; van Bakel et al., 2011). Regarding this, a more comprehensive understanding of expatriate success that considers its multidimensionality is needed.

On another note, according to the dictionary, success is “the fact that an individual has achieved something they want and have been trying to do or get” (Oxford University, 2022). Also, contemporary careers literature suggests that career success is “the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, organisation, or society” (Mirvis & Hall, 1994, p. 366). Both definitions are synonymous with individual achievement and depend on objectives, which are subjective and differ from one individual to another. Hence, being “successful” holds different meanings for different people (Nugin & Onken, 2010). Furthermore, success is a socially constructed phenomenon (Dries, 2011). However, this socially constructed, phenomenological and subjective nature has been overlooked in the extant definitions of expatriate success often disregarding various aspects of expatriate success depending on whether it’s explored from an individual or organisational perspective (e.g. Kraimer & Wayne, 2004; Van der Laken et al., 2016). For instance, defining expatriate success as the completion of the assignment (Tung, 1981) overlooks the expatriate performance throughout, the repatriate turnover from the organisational perspective (e.g. Mezas & Scandura, 2005), expatriate subjective perceptions of success (e.g. Mello et al., 2020) or their perceived career expectations from the individual’s perspective (Haski-Leventhal et al., 2020; Sokro et al., 2021). Thus, this “objective” conception is insufficient to capture the multidimensionality of the construct of expatriate success particularly when recently the subjective dimension of expatriate success expressed as forms of work satisfaction, life satisfaction, or well-being related to career (Canhilal et al.,

2015) has gained importance. Therefore, a broader conception of expatriate success that considers its subjective nature is needed.

Therefore, this study aims to provide a comprehensive understanding of expatriate success by conducting a systematic literature review (SLR) guided by the following objectives: (1) identify the dimensions and antecedents of expatriate success, (2) determine the interplay among them and (3) identify previous definitions of expatriate success in the literature and provide an integrative definition of it. By achieving these objectives, the contribution of this SLR to the expatriate literature is twofold. First, it provides greater insight into the different dimensions of expatriate success and their interplay, highlighting the construct's multidimensional and socially constructed nature. Second, it provides an integrative definition, combining individual and organisational perspectives with subjective and objective measures of success.

In what follows, we describe in detail how we proceeded with the SLR following Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) steps (selection process, article risk of bias assessment, methods of analysis) and, then discuss the findings. Finally, we conclude and reflect on the possibilities for future research that this new integrative understanding of the construct provides.

## **2.2. Methods and methodology**

### *2.2.1. Study selection process*

We conducted a SLR (Tranfield et al., 2003) to elucidate the concept of expatriate success further and critically analyse what has been missed from this concept. Compared to narrative literature reviews, SLR minimises the bias involved in identifying, selecting and analysing studies, as it is based on replicable methods (Needleman, 2002). Our SLR documents were selected, and the findings reported according to the PRISMA approach (Moher et al., 2009). This approach is most suitable for SLR because it eliminates bias in the above tri-phasic (article selection, analysis and reporting) workflow (Petticrew & Roberts, 2006; Priyashantha et al., 2021a, b).

Following the 3-step PRISMA flow diagram (Figure 2.1: Page et al., 2021) for study selection, the first step involved determining search terms, selection criteria and electronic

databases. Preliminary results show that “expatriate success” was commonly associated with keywords like adjustment, performance, productivity, satisfaction, turnover and withdrawal.

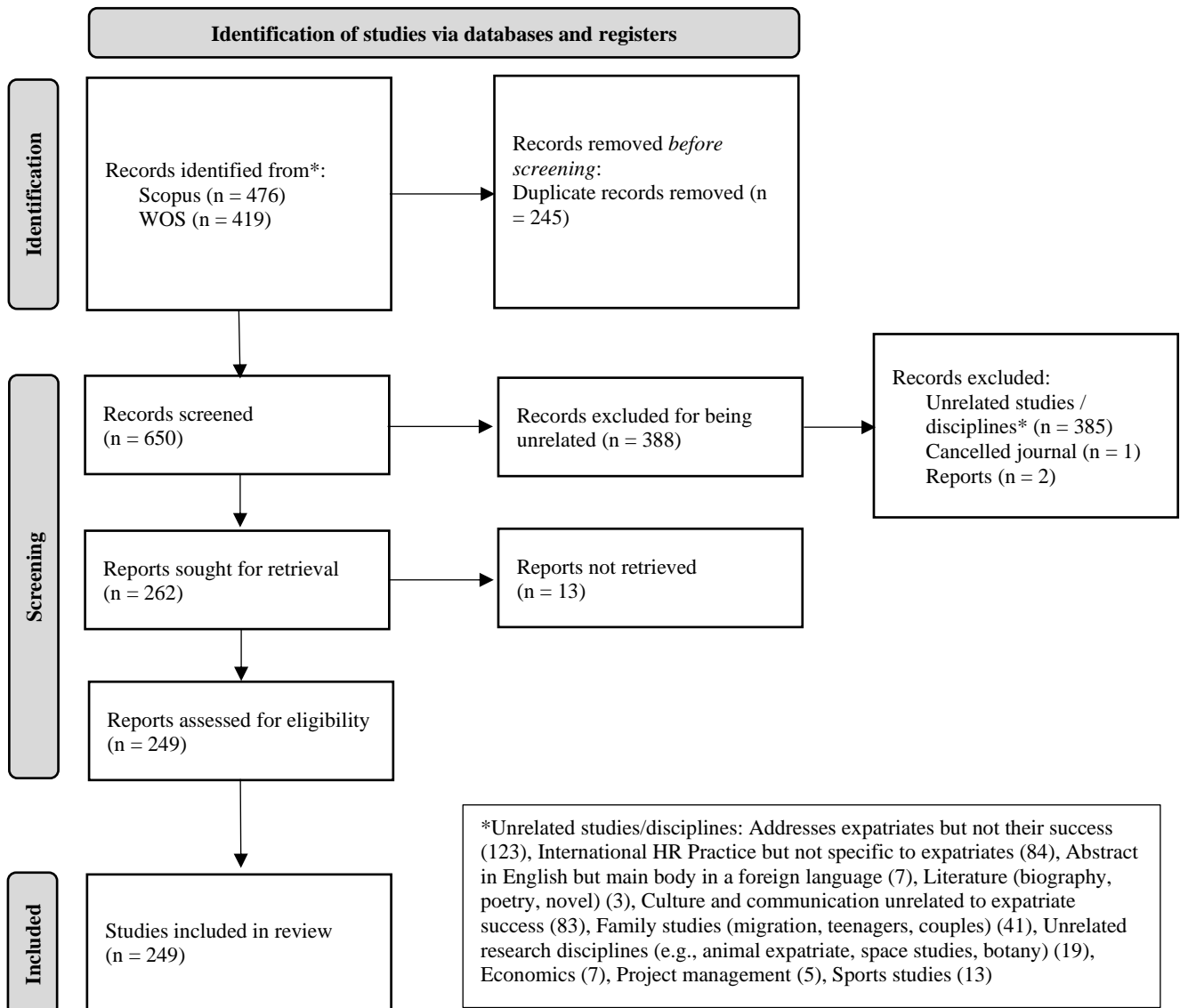


Figure 2.1. PRISMA article selection flow diagram adapted from Page et al.,2021.

**Chapter 2. What does expatriate success mean?**

Our inclusion criteria (Table 2.1) were document types (book chapters, conference proceedings, journal articles), English language, and published between 1990 and 2021. Next, we searched Scopus and Web of Science separately using the combined terms (“expatriate success”) AND each keyword in the topic, title and abstract.

**Table 2.1.** Inclusion Criteria (*Authors’ own, 2023*)

INCLUSION CRITERION	Focus on
1	Published studies starting 1990 to December 2021 <sup>3</sup>
2	Various document types (journal articles, books, book chapters, conference proceedings)
3	Publications address expatriate success and related factors
4	Publications must be in English

<sup>3</sup>Studies investigating expatriates and their success started to emerge after the seminal work by Black and Stephens (1989), who addressed expatriate adjustment. Our cut-off date was December 2021, as we started the search in January 2022.

Searches on Scopus and WOS yielded 895 studies. After eliminating duplicates, we reviewed the titles and abstracts of 650 studies for relevance. We excluded 388 unrelated documents (e.g. seasonal marine life expatriation, novels). After which, we conducted a second round of inspection, resulting in 262 studies. Out of these, 13 studies were excluded because of inaccessibility. Then, we screened the remaining 249 eligible studies, recording the journal name, year, author, information on the nature of the study, theory(ies) adopted, variables used as either antecedents and/or dimensions, methods, themes and whether an explicit definition of expatriate success is provided (Table 2.A1 in 2.7 Appendix).

*2.2.2. Study risk of bias assessment*

Study selection and subsequent analysis may be significantly influenced by the researcher’s subjectivity, negatively affecting the review’s quality (Kitchenham & Charters, 2007). However, the empirical evidence in support of quality assessment is so little that no consensus exists on the basis of such assessments (Thomas & Harden, 2008). As such, the selected studies were subjected to an assessment that is based on the relation with our focus on the research,

and the inclusion and exclusion criteria only, and coupled with the fact that only WOS- and Scopus-retrieved publications were considered on the basis that such documents have already been peer-reviewed (Xiao & Watson's, 2019). That was done independently and in parallel by the two authors of this article (Brereton et al., 2007) who formed a consensus regarding the 249 included studies.

### 2.2.3. *Methods of analysis*

We performed a 'descriptive analysis (see Findings) by identifying the frequency that expatriate success-related variables were treated as dimensions and/or antecedents of success, authors, dates, journals, research methodologies, data collection techniques, unit of analysis (individual, interpersonal and organisational levels) and theories. This allowed us to satisfy objectives to (1) identify the dimensions and antecedents of expatriate success (Table 2.A1 in 2.7 Appendix) and (3) clarify the definition of expatriate success in the previous literature (Table 2.A2 in 2.7 Appendix). Hence, antecedents, dimensions and definitions were the overarching themes or analytical codes extracted deductively from the research objectives.

Through inductive thematic analysis of the articles (Thomas & Hardens, 2008), we were able to identify different dimensions (e.g. CCA, Performance, Satisfaction) and antecedents (e.g. CCA, Motivation to migrate, Interaction with HCNs) of success as first-order codes and classify them into three levels (individual, interpersonal and organisational). Subsequently, we used these first-order and second-order codes to analyse expatriate success definitions and trends based on the frequencies of these codes (see findings). Next, we conducted this analysis manually by tabulating the information in chronological order for a better understanding (Table 2.A1 in 2.7 Appendix) and to highlight the contrast and trend of expatriate success definition across the years (Table 2.A2 in 2.7 Appendix). Drawing on Rousseau et al.'s classification (2008), we used integration and interpretation methods to analyse and synthesise our data. Integration is a process of triangulation across different studies and methods to answer specific questions and examine the approaches taken to the topic. This enabled us to answer the following questions: What variables did the studies consider and how? How did the studies define expatriate success? And what theoretical framework did they adopt? Interpretation involves collecting descriptive data, pinpointing its common concepts and transferring them to new classifications to develop new constructs. Although, we didn't explicitly develop a new construct, however in systematically classifying its dimensions and

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critically indicating what is missed from the extant definitions we extended and developed the construct further.

We used VOSviewer version 1.6.11 (Van Eck & Waltman, 2010) to generate a perceptual map of the final sample to satisfy objective (2), that is to determine the interplay between antecedents and dimensions of expatriate success. VOSviewer is a software tool that helps create and visualise maps based on network data using objects of interest (e.g. keywords). The relationship between these items is shown by the way they link together. All of the links and items constitute the network. After running our sample, the final list contained 29 terms (Figure 2.2). These terms are connected by lines and are labelled with coloured nodes. The node's size is positively correlated with the occurrence of terms in the titles and abstracts. The more co-occurrences between two terms are evident in their closer proximity on the map, colour similarity and the stronger the link between them (Van Eck & Waltman, 2010). Finally, we obtained a complex visualisation of clusters and networks (Figures 2.3 and 2.4). The five clusters demonstrate how the antecedents and dimensions of expatriate success are interrelated, thus helping us to attain objective 2. For example, in the blue cluster-the biggest node- (CCA) is linked to HCNs, attitude, satisfaction and turnover intentions. This linkage helps answer our objective to determine the interplay between antecedents and dimensions of expatriate success.

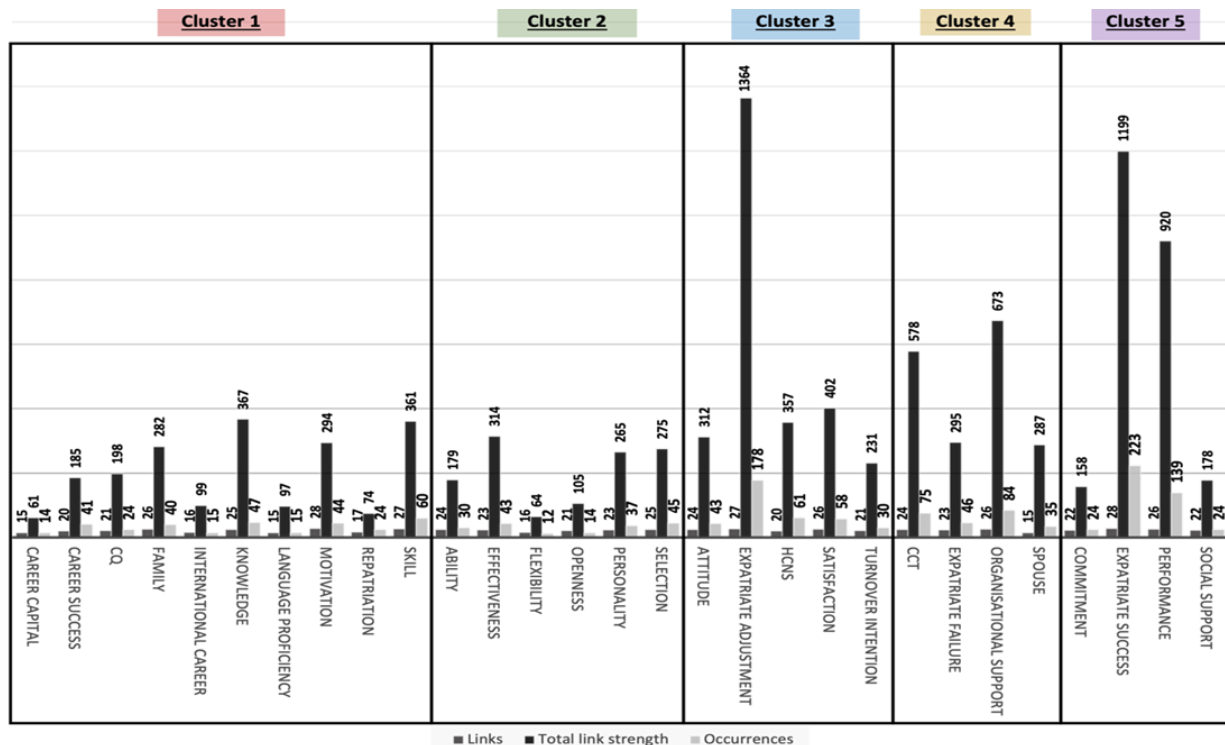


Figure 2.2. Links, Total strength links and occurrences of the terms in the VOSviewer maps (Authors 'own, 2023).

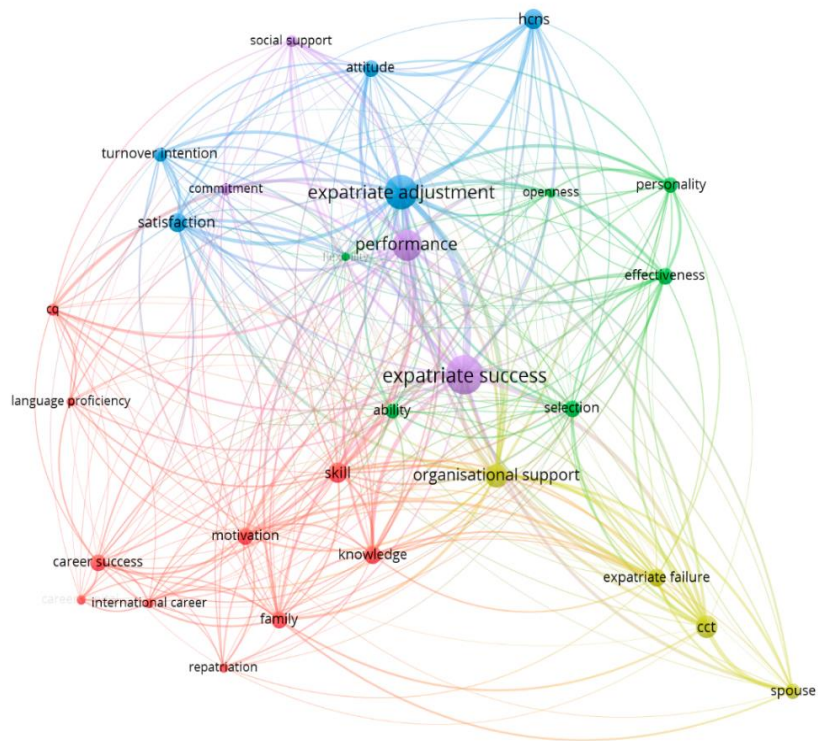


Figure 2.3. Network Visualization of terms' co-occurrences (Authors' own, 2023).

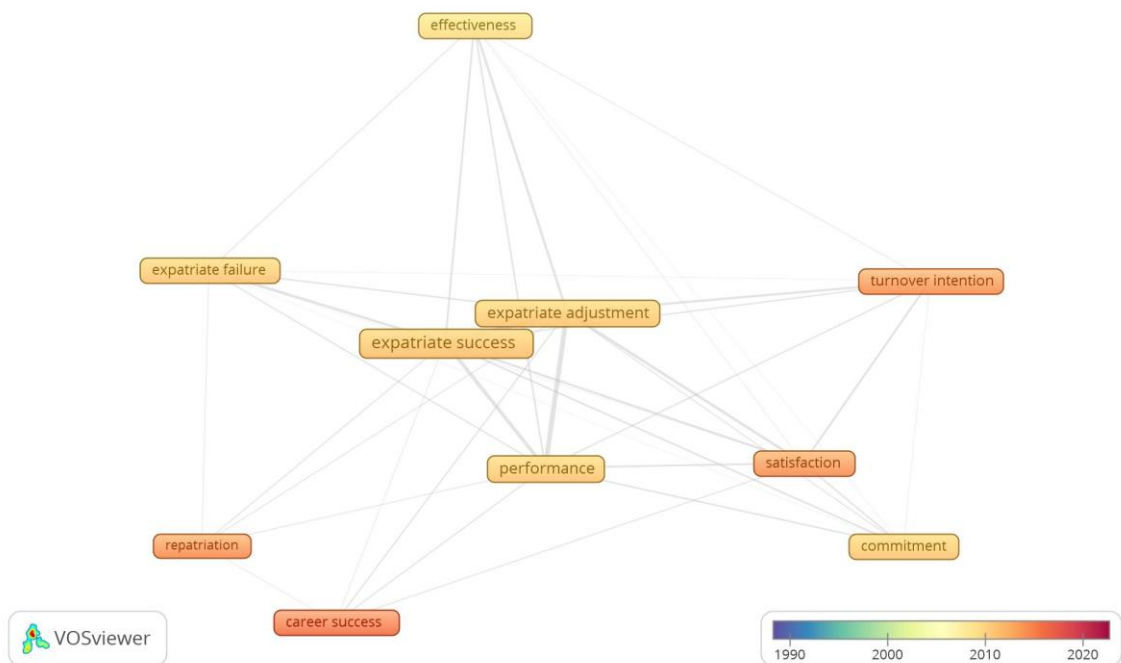


Figure 2.4 Overlay visualization of terms (Authors' own, 2023).

## 2.3. Findings

### 2.3.1. Profile of included studies

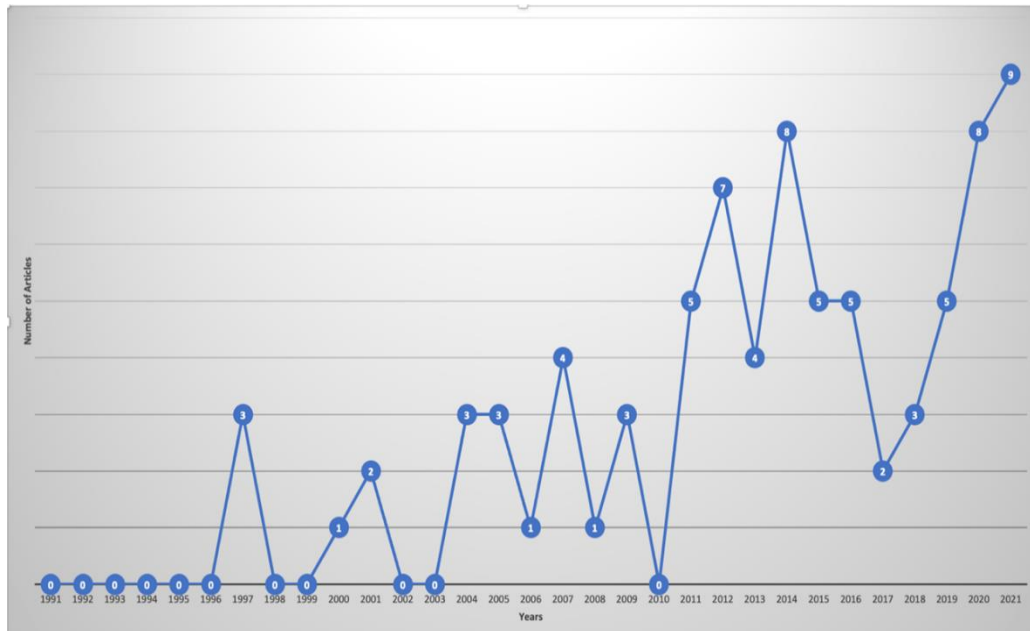
This section explains the characteristics of the final 249 studies we included (Table 2.2). The 249 studies were published between 1990 and 2021 across 104 journals, 14 books and 15 of which were conference proceedings. These studies involve 482 authors from 41 countries, indicating broad coverage. The average citation rate for each article during this period was 34. In total, 531 author keywords were determined. 111 studies adopted quantitative methods (44.6%), 64 were conceptual (25.7%), 50 qualitative (20%), 17 mixed-methods (6.8%), four meta-analyses (1.7%) and three conducted SLRs (1.2%).

**Table 2.2.** Profile of included studies (*Authors 'own, 2023*)

Description	Results
Timespan	1990:2021
Journals	104
Journal articles	220
Conferences	15
Books	14
Authors	482
Countries	41
Average citation per article	34.166
Authors Keywords	531

### 2.3.2. Identifying the dimensions and antecedents of expatriate success

This section addresses our first objective: identifying the dimensions and antecedents of expatriate success. Across 249 studies, relationships between factors considered antecedents or dimensions of expatriate success were investigated (Table 2.A1). Noticeably, 167 studies (67.1%) were atheoretical in contrast to, 82 (32.9%) which were theory-informed (the 10th column in Table 2.A1). Although in this analysis, we do not distinguish between OEs (organisational expatriates) and SIEs (self-initiated expatriates), and our findings confirm Pinto et al.'s (2020) criticism of SIE's studies as atheoretical or theoretically fragmented without further understanding underlying motives and drivers of success. However, in the last 4 years, theory-based explanations of expatriate success increased (Figure 2.5).



**Figure 2.5.** Trend of theory's grounding over the years (Authors' own, 2023).

Two dimensions received the most attention in expatriate studies, namely the individual (62.6%) and the organisational (45%). Recently, the interpersonal dimension gained further attention (6.8%). Various studies investigated the individual dimensions: subjective and self-reported such as CCA (Webb & Wright, 1996; Cao et al., 2013), satisfaction, whether life, self, career, or job (Gabel et al., 2005; Canhilal et al., 2015), success, whether in the career, job or in self-development (Cerdin & Le Pargneux, 2009; Bashir et al., 2021), the expatriate's perspective on work-family balance (Valk et al., 2014), job security, personal growth, authenticity and ability to live contentedly (Valk, 2021). Other dimensions investigated were knowledge gain (Bonache & Zarraga-Oberty, 2008), financial gains (earnings, salaries) and promotions and the duration to obtain the latter after the assignment (Bolino, 2007).

The organisational dimensions considered are expatriate performance (e.g. Hiltrop & Janssens, 1990; Caligiuri & Phillips, 2003), intention to complete the international assignment (IA) (Kraimer & Wayne, 2004), completing the IA (Caligiuri, 1997), effectiveness during the IA (Lee & Donohue, 2012), achieving organisational goals (Porter & Tansky, 1999), job withdrawal intentions (Harcar & Harcar, 2004), turnover intentions (Bozionelos, 2009), commitment to the organisation (Hemmasi et al., 2010), tenure after repatriation (Varner & Palmer, 2005), expatriate return on investment (McNulty & Cieri, 2013), ability to work effectively (Lee & Donohue, 2012) and the organisation's use of knowledge gain (Toh et al., 2012).

Lastly, the interpersonal dimensions are concerned with relationship building and identification with the team abroad (Harrison & Shaffer, 2005), knowledge transfer among host-country nationals and their career capital gain (Toh et al., 2012), contribution to society and family (Valk et al., 2014) and work-family balance (from the family's perspective) (Kempen et al., 2015).

Despite the many studies covering the different dimensions, we rarely found studies that addressed those antecedents and dimensions across all three levels jointly except for Porter & Tansky (1999) and Toh et al. (2012) further clouding the meaning of expatriate success. This was evident in the 3 SLRs, which each address expatriate success's dimensions and antecedents differently. Van der Laken et al. (2016) focused on perceived organisational support's impact on expatriate success. Weisheit (2018) studied expatriate success from an individual standpoint, emphasizing the importance of an employee's readiness to relocate. Lastly, Faeth & Kittler (2020) explored expatriate management in hostile environments from a multi-stakeholder perspective. Despite the fragmented studies, our findings confirm that expatriate success is multidimensional, as indicated by previous literature (Toh et al., 2012) (Table 2.A1).

### *2.3.3. The interplay between individual, interpersonal and organisational antecedents and dimensions of expatriate success*

This section addresses our second objective showing the intertwined relationships between the antecedents and dimensions. In what follows, we discuss the most frequently studied dimensions and show how some antecedents are related.

Depending on the study, adjustment was designated as an individual dimension or antecedent of success. The most widely studied dimension was CCA in its different forms (psychological, socio-cultural and work). Then, 111 studies (44.6%) considered CCA a dimension of expatriate success. In contrast, 33 articles (13.3%) considered it an antecedent of expatriate success, good performance, intention to complete the IA and expatriate well-being. Thus, adjustment has been mostly equated to success rather than an antecedent of it despite several individual antecedents shaping expatriates' CCA. For example, the Big Five personality characteristics explicitly related to expatriates' CCA (Ones & Viswesvaran, 1997). Also, other antecedents of expatriate adjustment were also investigated: cultural intelligence (CQ, e.g. Huff, 2013) 12 studies (4.8%), (emotional intelligence (EQ, e.g. Cray et al., 2018) six studies (2.4%); motivation to migrate (Van den Bergh & Du Plessis, 2012) and willingness

to go on IAs (e.g. Wan, 2019) six studies (2.4%). Other explored factors were language proficiency (e.g. Caligiuri et al., 2009; Huff, 2013), management and leadership skills (Harjo, 2016).

Also, interpersonal antecedents played a significant role in expatriates' CCA: the family's (and spouse's) adjustment and their willingness to go on IAs (e.g. Van Vianen et al., 2008) and interaction with HCNs (e.g. Varma et al., 2012; Van Bakel, 2019). Several organisational antecedents also affected expatriates' CCA such as selection criteria. Organisations whose primary selection criteria were the expatriate's mental ability, Big Five personality characteristics and EQ facilitated the expatriate's CCA (Gabel et al., 2005). Selecting the right candidate, providing them and their accompanying families with adequate crosscultural training (CCT) and preparation (e.g. Hiltrop & Janssens, 1990; McCabe, 1993) were crucial to adjustment. Organisational support also contributed to CCA (Hiltrop & Janssens, 1990; Webber & Vögel, 2019). Kraimer & Wayne (2004) believe that this perceived organisational support and efforts is crucial for expatriates' CCA and well-being. David et al. (2021) showed that POS and family-supportive work perceptions could enhance the odds of an expatriate's success as it alleviates the burdens they potentially face when accompanied by their family. If expatriates perceive the company's support positively, they will adjust more readily.

Performance is the second most frequent dimension involved in expatriate success. Although only one study (0.4%) considers it an antecedent of success, 80 (32.1%) consider it one of the critical dimensions of success from the organisational perspective. Similarly, various individual antecedents shaped CCA and satisfaction and impacted expatriates' performance. For instance, in addition to Big Five personality characteristics, CQ (Huff, 2013), EQ (Cray et al., 2018), motivation to migrate (van den Bergh & Du Plessis, 2012), willingness to go on IAs (e.g. Wan, 2019), language proficiency (e.g. Caligiuri et al., 2009; Huff, 2013), management and personal leadership skills (Harjo, 2016) have also been correlated with expatriate performance as a dimension of success.

Furthermore, to ensure optimal performance, organisations must also consider the expatriate candidate's technical abilities, stress tolerance, flexibility, communication skills, cultural empathy, spouse adaptability and subsidiary-parent company relations (Hiltrop & Janssens, 1990). Harvey et al. (2001) showed the impact of a candidate's level of motivation on their performance. Lee & Kartika (2014) suggest that both CCA and expatriate performance

and knowledge transfer are influenced by interpersonal factors, for example. Similarly, performance is primarily shaped by the same interpersonal and organisational antecedents.

The third most frequent dimension of expatriate success was expatriate satisfaction. Satisfaction appeared as a dimension of success in 35 studies (14.1%) but as an antecedent in only three (1.2%), which indicates that satisfaction was mainly considered an essential dimension of success but not a contributing factor, and various antecedents shaped it. Although satisfaction is one of the critical dimensions of expatriate success, unlike CCA, it is not considered a dimension of success on its own. Instead, satisfaction complements other dimensions of success, such as CCA (Supangco & Mayrhofer, 2014), intention to complete the IA (Mezias & Scandura, 2005), turnover intention (Bozionelos, 2009) and withdrawal cognition (Canhilal et al., 2015). Further, several factors contribute to expatriate satisfaction. Interaction with HCNs relates to expatriate job satisfaction and intention to complete the IA (Konanahalli et al., 2011; Templer, 2010). Organisational support and the extent to which expatriates and HCN support perceive it contributes to their satisfaction with their career and intention to complete the assignment (Cao et al., 2014). Similarly, this perceived organisational support affects their life and family satisfaction (David et al., 2021).

Other dimensions of expatriate success from the organisational perspective were the completion of the IA (e.g. Lazarova et al., 2015) and willingness to remain (e.g. Braga & Kubo, 2010), both with 20 studies (8%); intention to stay with 13 studies (5.2%) (e.g. Cao et al., 2014); premature returns with four studies (1.6%) (e.g. Canhilal et al., 2015); and withdrawal cognition with four studies (1.6%) (e.g. Davis et al., 2018). Ten studies (4%) address commitment to the organisation as another dimension of success (Chen, 2015; Gallego-Toledo, 2015; Van Der Laken et al., 2016). To a lesser extent, other organisational dimensions of expatriate success that were considered sporadically were knowledge transfer (2%), tenure after repatriation (0.4%) and effectiveness (2%). As for achieving organisational goals like financial targets and market shares (0.2%), Porter & Tansky (1999) showed that specific individual antecedents (e.g. assimilation, endurance, psychological factors and career expectations) play a significant role in increasing expatriate chances of achieving such goals, adjusting better and completing the IA.

Finally, knowledge transfer was considered one of the interpersonal dimensions in only three articles (1.2%). While Toh et al. (2012) investigated the role played by organisations in providing adequate CCT to expatriates to ensure this transfer, Wang & Varma (2018) highlighted the critical role of HCNs. Bonache & Zarraga-Oberty (2008) echoed this and added

the need for the right abilities and motivation. Contribution to home country society and family, work-family balance and satisfaction were other dimensions of expatriate success at this level (Valk et al., 2014). Moreover, as one key interpersonal dimension of expatriate success, CCA affects relationship building and identification with the team abroad (Harrison & Shaffer, 2005; Denisi & Sonesh, 2016). Hence, the interplay of individual, interpersonal and organisational antecedents shapes these interpersonal dimensions.

To complement these findings, we used VOS viewer to generate several maps highlighting our sample's networks of the keywords co-occurrence. These maps represented five clusters, namely the following: International career success (Cluster 1 in red); Success determined by selection based on personal characteristics (Cluster 2 in green); Success as adjustment and satisfaction influenced by interpersonal factors (Cluster 3 in blue); Success as the lack of expatriate failure facilitated by spouse's organisational support and training (Cluster 4 in yellow); and finally, success linked to commitment and performance enabled by social support (Cluster 5 in purple).

Figure 2.3 represents the network of co-occurrences of all 29 terms in the five clusters. Figures 2.2 and 2.3 show that the "Expatriate success" node is the largest in our sample. It occurred 233 times and is linked to the other terms. This is expected as the studies in our sample specifically relate to expatriate success, the main keyword. The "Expatriate adjustment" node has the highest total strength link (1,364). This node has 27 links (out of 28), reflecting that expatriate adjustment was highly researched and considered the most frequent dimension or antecedent of success. "Performance" has 26 links, the third strongest links (920) and occurred 139 times.

The five clusters show that expatriate success is not a uni- or bi-dimensional concept. Instead, it is multidimensional and affected by diverse factors at differing levels. The main dimensions considered were adjustment, performance, satisfaction, commitment, effectiveness, turnover intentions, career success and repatriation success, therefore, taking the individuals' and the organisation's perspectives into account.

This map (Figure 2.4) echoes our previous finding about expatriate success, shifting to focus on global career success and involving the whole career, not only the IA. For instance, none of the terms is shaded in blue (oldest), and most are in light orange (more recent). Although authors explored adjustment, performance and expatriate success since the 1990s, these terms appear to be emphasised more recently (light orange) as the research intensity increased as of 2009. Our findings show that research on these dimensions tripled from 67

articles between 1990 and 2006 to 182 articles from 2007 to 2021. The dimensions considered from 2009 onward are career success, repatriation, satisfaction and turnover intention.

#### *2.3.4. Definitions of expatriate success*

In this section we satisfy the third objective, by reviewing the existing definitions of expatriate success and suggesting an integrative one. Although researchers studied expatriate success in many ways and from various lenses, no consensus on one definition exists. As mentioned, different dimensions have been considered for the same concept making comparing them difficult. Our findings reveal that very few studies explicitly define expatriate success: only 31 (12.4%) studies, from which only half, 16 (51.6%), were grounded in some theory (Table 2.A2 in 2.7 Appendix). In 5 out of 16 studies, authors adopted Human Capital Theory (Becker, 1964) thus reflecting the predominance of the organisational perspective when defining expatriate success. Conversely, the importance of the interaction and exchange between the organisation and the individual to define expatriate success also seems relevant, with 5 articles out of 16 using either Person-Environment Fit Theory (Kristof, 1996), Social Exchange Theory (Blau, 1964) or relational models of procedural justice (Tyler & Lind, 1992), thus highlighting the organisational perspective in the definition of expatriate success. The use of psychological theories focussing on the subjective dimension of expatriate success at the individual level, such as Anxiety and Uncertainty Management Theory (Gudykunst & Nishida, 2001), Conservation of Resources Theory (Hobfoll, 1989) and Regulatory Focus Theory (Higgins, 1997) are less used to define success, with only three articles out of 16.

Of these 31 articles that define success, 12 (38.8%) considered either individual (e.g. CCA) or organisational (e.g. performance) dimensions, 17 (54.8%) took both dimensions into account, 1 (3.2%) considered the individual and interpersonal dimensions (e.g. knowledge transfer) and 1 (3.2%) highlights all three.

Also, these studies differed in how they refer to success: 12 (38.8%) used the term “expatriate success”, eight (25.8%) used “career success”, eight (25.8%) used “success in the IA”, 2 (6.4%) contrasted “expatriate success” and “failure” and one (3.2%) combined “expatriate success” with “success in the IA”. More than half, 16 (51.6%), focused on the success of OEs. The rest either investigated SIEs (five studies, 16.2%), did not specify the type of expatriate of interest (eight studies; 25.8%), or investigated both OEs and SIEs (two studies, 6.4%). So, comparably, fewer studies defining expatriate success were referred to as SIEs. It is

also worth noting that when referring to success in the IA, which is bound to the assignment's corporate goals, authors studied OEs solely, whereas both OEs and SIEs were the subjects of the studies on career success with a broader focus going beyond the attainment of the corporate goals.

The first to suggest a definition of expatriate success was Zeynep Aycan in 1997. She considered both individual and organisational perspectives and proposed that success can be defined by expatriates' levels of adjustment and performance. Also, Caligiuri (1997) explored these two dimensions and suggested that the three most common criteria for evaluating expatriate success were the following: completion of the foreign assignment, CCA and performance on the foreign assignment in this order. Also, Porter & Tansky (1999) considered success "in terms of the expatriate achieving specific objectives but considered from the organisational perspective. These objectives often include some financial goals but might also be in the form of market share gain, introducing a new product or service, cycle time improvements, or quality objectives" (p. 47). Other researchers (Caligiuri, 1997; Kraimer & Wayne, 2004) reported similar definitions of expatriate success and related it to adjustment, performance, completion of the IA, or even the organisation's return on investment on its expatriates (McNulty, 2008). Hence, authors have been more interested in equating expatriate success to tangible and organisational dimensions rather than subjective and individual dimensions, showing a predominance of the organisational perspective in their definitions of expatriate success.

Another trend observed when analysing these definitions is that while previous studies mainly emphasised objective and factual measures of success, such as completing the IA or promotions, more recent definitions started incorporating more subjective measures. For instance, Gabel et al. (2005) introduced life satisfaction as an additional measure of success. Other subjective measures, such as expatriates' gain in knowledge from IAs, fulfilled psychological contracts reflecting the individuals' perspective (Kumarika Perara et al., 2017), and career and job satisfaction (Traavik & Richardsen, 2010) have been considered. Hence, research attempted to provide greater insight into expatriate success by simultaneously focussing on subjective and objective measures that capture the individual's and the organisation's perspectives.

Finally, another consideration that can be drawn from the findings is that of a broader time scope that goes beyond success in the IA and encompasses long-term career success. Cerdin & Le Pargneux (2009) proposed this idea and incorporated both the IA and the longterm

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career. They added expertise, career, job and development success concepts. They also shed light on the importance of measuring all these during expatriation and after repatriation to define success. Traavik & Richardsen (2010) also explored career success and proposed subjective (e.g. career, job satisfaction) and objective outcomes (e.g. rewards, promotions) to measure it. Valk et al. (2014) considered new dimensions of expatriate success while relating it to career success. They found that the outcome of a successful international career is the work-family balance, self-satisfaction and contribution to the family and home-country society. Three other studies (Blanco & Castillo, 2020; Hamori & Koyuncu, 2011; Schmid & Wurster, 2017) also related expatriate success to career success but considered the time required to get to the top as the measure of this success. Blanco and Castillo pointed out that the longer expatriates are away from the HQ, the longer they will take to get to the top and, therefore, the less successful they will be. Conversely, Ramaswami et al. (2016) considered that the more international experience expatriates exhibit, i.e. the more time spent on IAs, the more human capital they possess, the more rewards they obtain and, therefore, the more successful they are. This perspective was recently updated. Harry et al. (2019), Waxin & Brewster (2020), Mello et al. (2020) and Lazarova et al. (2021) all provided more recent definitions of expatriate success and linked it to career success and its objective and subjective outcomes. Mello et al. (2020) defined expatriate success as including different subjective and objective measures at the individual level. They mainly focused on the accomplishment of desirable, positive psychological or work-related outcomes, on tangible, objective and measurable features such as promotions or salaries as objective outcomes, and career satisfaction, career success and finally, the multidimensional evaluation criteria of career facets, such as growth and development, personal life and authenticity as subjective outcomes. Then, we found that the definitions by Valk et al. (2014) and Mello et al. (2020) are the most integrative, comprehensive and inclusive. They tackle the individual, interpersonal and organisational aspects and use the subjective and objective measures of an expatriate's success to describe this complex and multi-faceted concept, even though their definitions apply to SIE.

In sum, over time, the definition of expatriate success evolved. First, it was associated with merely completing an assignment measured factually and objectively. Then, it incorporated the expatriates' ability to adjust, measured in a self-reported way, perform well and achieve organisational goals, measured by the organisation. Finally, it considered the efficient transfer of knowledge and expertise and several subjective dimensions of career success.

## 2.4. Discussion

Research on expatriate success often overlooked the construct's multidimensionality and subjective and socially constructed nature failing to achieve a consensus on defining it. Our findings support this notion and show the various antecedents and dimensions to understand expatriate success. These antecedents and dimensions were not independent, as a visible interplay was found among them across individual, interpersonal and organisational levels. Considering the dimensions identified and discriminating them from antecedents, we suggested a comprehensive definition, complementing the extant ones (e.g. Aycan, 1997; Mello et al., 2020). Next, we discuss each of our findings to their respective objectives next.

The first objective of identifying the dimensions and antecedents of expatriate success has been thoroughly fulfilled through our findings, which comprehensively address individual, interpersonal and organisational ones. Specifically, our SLR clarifies the concept by systematically categorising and integrating the antecedents and dimensions that were previously primarily investigated separately and only rarely in combination. It also identifies which dimensions (CCA, performance and satisfaction in this order) have been most frequently studied as proxies of expatriate success, which level of analysis (individual and organisational mostly) and which perspective (primarily organisational). From these findings, we conclude that expatriate success is a multidimensional construct that needs to be analysed individually, interpersonally and organisationally from two perspectives, namely individual and organisational (e.g. Harry et al., 2019; Lazarova et al., 2021) jointly to be adequately measured. While each level is essential to understanding expatriate success, no single level can be considered the sole determiner. Thus, categorising these antecedents and dimensions (Table 2.A1 in 2.7 Appendix) provides a much-needed boundary-clarification of the concept of expatriate success. This clarification calls for attention for future studies in expatriate management research to specify what they mean by success when analysing it as a variable. This specification is necessary to compare studies and create an integrated corpus of knowledge.

Our second objective of the SLR, the interplay among the factors across the different levels is evident in the five clusters that emerged from VOSviewer. Interestingly, four out of the five clusters evidenced the importance of interpersonal and organisational factors on the dimensions of success. The interplay between the antecedents and outcomes at the individual

and interpersonal levels contributes to understanding expatriate success. Personality traits play a significant role in facilitating the expatriates' adjustment and, subsequently, success in their IA. Also, the HCNs' attitudes toward expatriates are equally important as emphasized by some studies that a good level of communication between the two parties often leads to a better CCA, performance, intention to complete the IA and overall satisfaction (Templer, 2010; Konanahalli et al., 2011; Cao et al., 2014). All these factors increase expatriates' satisfaction with their job and career, which will likely be reflected in their decreased turnover and withdrawal intentions. Furthermore, the interplay is also evident across the three levels together. For instance, expatriates' commitment to the mission and organisation and their performance seems to be highly influenced by the level of social support provided at the interpersonal level. The social support from the expatriates' family, community, and new work surroundings can play either a positive or a negative role in an expatriate's commitment levels to the job, performance and CCA, all of which consequently reflect on their success (Goby et al., 2002). Undoubtedly, this success is also ensured by a positive performance which is also impacted by the level of social support (Konanahalli et al., 2011; Araci, 2015).

Finally, in line with our third objective, we propose an integrative, multidimensional and multi-level definition of expatriate success. Expatriate success is a socially and scholarly constructed term that comprehensively and integratively evolved and acquired new dimensions at the individual, interpersonal and organisational levels. The trend in this evolution has been divergent rather than convergent making the concept more broadly defined with new, previously unnoticed dimensions. The definition we put forward reflects this expansive trend and incorporates less-noticed dimensions and perspectives for a more holistic understanding of the construct. Hence, we propose the following definition: "expatriate success encompasses all dimensions: the individual (adjustment, satisfaction, career success and work-life balance), the interpersonal (HCNs and expatriate relationship, HCN career capital gain, knowledge transfer and work-family balance) and the organisational (performance, commitment, completion of IA, achieving organisational goals, repatriation success, turnover intention, knowledge transfer and effectiveness)." The interplay between these three dimensions shows that expatriate success can only happen when all the stakeholders across the three levels can capitalise on the expatriation process. Moreover, expatriate success is the outcome of pre-, during and post-assignment factors that ensure the appropriate candidate selection, transition into the assignment and environment through the various individual, interpersonal and organisational factors, and a post-assignment path forward. Our definition integrates all the dimensions

previously addressed fragmentedly, to offer a broader conception of expatriate success. It also incorporates a new processual and more comprehensive focus on the long-term rather than short-term success. This long-term view shows that expatriate success is conceived as the overall career success that extends beyond the termination of an assignment, as suggested in recent research addressing both subjective and objective measures and outcomes (e.g. Harry et al., 2019; Lazarova et al., 2021).

The attainment of these objectives has allowed for covering an extant gap in previous expatriate research where the concept of success had been differently and incongruently addressed (Hemmasi et al., 2010) leading to a lack of comparability among studies (Black, 1990; Caligiuri & Cascio, 1998; Harzing & Christensen, 2004). Also, satisfying our objectives allowed the crafting of a broader conception of expatriate success that considers its subjective and socially constructed nature in line with the career's literature (Briscoe et al., 2021). As we indicate below, this new conception opens a range of avenues for future research.

#### *2.4.1. Limitations and future research*

This research is not without its limitations. The studies included do not investigate different kinds of expatriates, such as flex-patriates, short-term assignees, international commuters, business travellers and non-traditional and minority expatriates (Mäkelä et al., 2017; Hutchings, 2021). Instead, it focuses only on OEs and SIEs, which we distinguish between (Table 2.A2 in 2.7 Appendix). However, understanding whether the measures and definitions of success differ among different groups of expatriates is critical to enriching the conception of expatriate success and should be further investigated by future studies. Specifically, a SLR can be conducted to explore the dimensions of success considered in the studies using these atypical samples of expatriates. Furthermore, delving into the subjective nature of success, it will be interesting to compare the key dimensions used by organisations and the different groups of expatriates to define success (i.e. the protean career of SIEs in contrast to other kinds of expatriates might emphasize individual dimensions such as work–life balance or satisfaction). In a similar line, comparing the dimensions used by expatriates to define success with those of migrants can be also a fruitful avenue for research to enrich the understanding of the socially constructed nature of this concept.

The suggested conception of expatriate success exhibits three important implications for further research in expatriate management. First, given that 15 out of the 31 articles (48.39%) defining expatriate success are not theoretically grounded, it might be time to

abandon the concept of expatriate success altogether and instead focus on the overall career success of our international employees. HRM and occupational psychology theoretical models on career achievement and success (Pinto et al., 2020) such as the Theory of Work Adjustment (Dawis & Lofquist, 1984) can be drawn upon to further enrich, ground and theorise the understanding of career success concerning international workers' work-life experience, and subsequently success. These theoretical models can enrich and complement the existing organisational perspective (Becker, 1975; Kristof, 1996) in the definition of expatriate success by giving more prominence to the individual level and subjective nature of this construct.

Second, the suggested broader and multidimensional understanding of expatriate success highlights a necessary shift in the measurement criteria of it and for considering its subjective and socially constructed nature. Multiple indicators covering the highlighted dimensions should be employed to measure the complex nature of expatriate success, as it is neither limited to "objectivist" measures such as CCA, job, life or career satisfaction and organisational commitment, nor to observable measures such as financial compensation or promotions, assignment completion, knowledge transfer, or performance measures, but also expands to include the expatriates' subjective perceptions of their career success defined in their terms (Spurk et al., 2019). While subjective and objective career success measures were addressed in the career development literature (Briscoe et al., 2021), they have not been so in expatriate research, often ignoring the multidimensional, subjective and socially constructed nature of expatriate success. To further understand expatriate success, objective and subjective measures must be accounted for. Thus, to account for the subjective experience of success, we suggest that future studies include subjective measures of expatriates' success. We recommend incorporating the expatriates' perspective into studies on expatriate success by exploring their expectations before, during and after the assignment and how they define success through qualitative or mixed-methods designs.

A third research avenue on expatriate success is to develop and validate a questionnaire with the previously qualitatively identified meanings and idiosyncratic definitions of subjective expatriate success. Given that the meanings of success, like all personal meanings, are particularly sensitive to cultural differences, we recommend conducting this study crossculturally to account for possible differences across cultures and to develop a culturally sensitive scale.

#### 2.4.2. Implications for practice

Also, the evolution of the concept of expatriate success entails practical implications for organisations. In line with the new, more integrative conception of expatriate success, organisations should now not merely focus on selection and training but also incorporate career development support and career path planning in harmony with the expatriates' perceptions and expectations of their career success which contributes to expatriates' career success, their willingness to share their acquired knowledge and experience with others and ultimately contribute to the organisation's success.

But before deploying HR actions to facilitate expatriate success, organisations should ask expatriates to define what success means to them in their own words, to clarify expectations, help to satisfy them or understand some paradoxical situations that are assessed as expatriate success. Also, this knowledge should be translated into using multiple rather than single indicators (e.g. the completion of the IA) by HR professionals when evaluating expatriates' success. With these steps, organisations may also overcome the issue of expatriates disengaging after repatriation or abandoning the organisation despite completing the IA and outperforming during it, because their expectations and mental representations of success have not been considered by their organisations.

Further, capitalising on these considerations can foster a sense of loyalty and commitment among their expatriates particularly when they realise that their organisations are concerned with the expatriates' perceptions and expectations of success, not just the organisational goals, which align with the move toward protean and boundaryless career models (McDonald & Hite, 2008).

### 2.5. Conclusion

This study (1) identified the dimensions and antecedents of expatriate success, (2) determined the interplay among them and (3) clarified the definitions of expatriate success in the previous literature to provide an integrative definition of it. Following the PRISMA guidelines, 249 studies were included for the review from WOS and Scopus databases. These studies were thoroughly reviewed, coded and analysed manually and with VOSviewer.

In attaining these objectives, the review has made two important theoretical contributions: first, to highlight the construct's multidimensional, subjective and socially constructed nature, calling for this consideration in future research. Second, to suggest an

integrative definition incorporating all the dimensions and combining individual and organisational perspectives with subjective and objective measures of success.

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 Chapter 2. What does expatriate success mean?

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## 2.7. Appendix

**Table 2. A1.** List of manuscripts used in the SLR. [The acronyms are tabulated in **Table 2.A3** below] (*Authors 'own, 2023*)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theory/ies employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
1	EMJ	Hiltrop and Janssens, (1990)	LR	-	<b>Antecedents:</b> Personal characteristics of the expatriate manager, Spouse's adaptability, Selection, Training, Support - <b>Dimensions:</b> Performance	✓	✓	✓			✓	Atheoretical	
2	TDJ	Hogan and Goodson, (1990)	LR	-	<b>Antecedents:</b> CCA - <b>Dimensions:</b> Performance, Efficiency	✓					✓	Atheoretical	
3	JIBS	Feldman and Thomas, (1992)	Mix	Personal narratives - Surveys/ANOVA	<b>Antecedents:</b> Job Satisfaction, Internal Work Motivation, Feelings of influence, Mastery over the new environment	✓						Atheoretical	
4	SLMR	Black and Gregersen, (1992)	Qual	Case studies	<b>Antecedents:</b> Commitment to parent and local firm	✓						Atheoretical	
5	IJVBM	Mccabe, (1993)	LR	-	<b>Antecedents:</b> Selection, Pre-departure trainings for expatriates and their families				✓			Atheoretical	
6	PP	Arthur and Bennett, (1995)	Quan	Survey/ MANOVA	<b>Antecedents:</b> Job knowledge, Motivation, Relational Skills, Flexibility, Adaptability	✓						Atheoretical	
7	LQ	Thomas, (1996)	LR	-	<b>Antecedents:</b> CCT - <b>Dimensions:</b> CCA				✓	✓		Atheoretical	

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8	APJHR	Davidson and Kinzel, (1996)	Quan	Survey	<b>Antecedents:</b> Organizational Support	✓			Atheoretical
9	CDI	Webb and Wright, (1996)	LR	-	<b>Antecedents:</b> Selection (traits and technical skills), Preparing the employee for the expatriate assignment, CCT - <b>Dimensions:</b> CCA	✓	✓		Atheoretical
10	HRMR	Bell and Harrison, (1996)	LR	-	<b>Antecedents:</b> Training and Pre-departure visits to host country to enhance the interaction of expatriates with HCNs - <b>Dimensions:</b> CCA	✓	✓		Atheoretical
11	NAEM	Aycan, (1997)	LR	-	<b>Dimensions:</b> CCA, Performance	✓	✓	✓	Social Exchange Theory (Homans, 1958), Vernon's Life Cycle Theory (Vernon, 1966), Social Learning Theory (Bandura, 1977), and Adaptation-Level Theory (Helson, 1964).
12	IJLE	Armitage and Powell, (1997)	Qual	Case studies	<b>Antecedents:</b> Cultural, Social and Health causes - <b>Dimensions:</b> CCA	✓	✓	✓	Atheoretical
13	NAEM	Caligiuri, (1997)	Quan	Survey/CFA	<b>Dimensions:</b> Completion of the IA, CCA, Performance	✓	✓	✓	Theory of Expatriate Performance, including contextual, managerial, technical, and expatriate-specific dimensions is proposed based on (Campbell, 1993).
14	IJCM	Ashamalla and Crocitto, (1997)	LR	-	<b>Antecedents:</b> Pre-departure preparation of expatriate	✓			Atheoretical

Table 2.A1 - continued

15	Book 5	Sinangil and Ones, (1997)	Quan	Survey/CFA	<b>Antecedents:</b> CCA (affected by Job Knowledge and Motivation, Relational skills, Flexibility/Adaptability, Extra-cultural openness, Family situation) - <b>Dimensions:</b> Performance	✓	✓		✓	Atheoretical	
16	IJHRM	Aycan, (1997)	LR	-	<b>Antecedents:</b> Expatriate's competencies and skills, Support and assistance prior and during IA	✓		✓		Social Exchange Theory (Homans, 1958), Social Learning Theory (Bandura, 1977), Attribution Theory (Heider, 1958), and Value-Expectancy Theory (Vroom, 1964)	
17	NAEM	Ones and Viswesvaran, (1997)	LR	-	<b>Antecedents:</b> Big Five (Emotional stability, Extraversion, Openness to experience, Conscientiousness, Agreeableness) - <b>Dimensions:</b> Performance, CCA, Satisfaction, Adaptation, Completion Rate, Premature Returns, Culture Shock, Effectiveness, Professional Effectiveness, Interpersonal Effectiveness, Acculturation, Overseas Success	✓		✓	✓	✓	Atheoretical
18	JTI	Woodard et al., (1997)	Quan	Survey	<b>Antecedents:</b> Selection, Training, Support			✓		Atheoretical	
19	JWB	Punnett, (1997)	Mix	In-depth interviews /FG - Survey	<b>Antecedents:</b> Selection, Training (pre, during and after the assignment) of the expatriate and the accompanying spouse - <b>Dimensions:</b> Expatriate's Success	✓	✓	✓		Atheoretical	

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20	LODJ	Jordan and Cartwright, (1998)	LR	-	<p><b>Antecedents:</b> Openness to experience, Extroversion, Low anxiety/neuroticism, Relational ability, Cultural sensitivity, Linguistic skills, and the ability to handle stress, <b>Selection - Dimensions:</b> CCA, Personal Growth, Performance</p>	✓	✓	✓	✓	✓	Atheoretical
21	IJHRM	Harvey, (1998)	Quan	Survey	<p><b>Antecedents:</b> Spouse 's career difficulties - <b>Dimensions:</b> Performance, Expatriate's Success</p>		✓		✓		Atheoretical
22	HRM	Porter and Tansky, (1999)	LR	-	<p><b>Antecedents:</b> Assimilation, Endurance, Psychological Factors, Career Expectations - <b>Dimensions:</b> Achieving the goals (financial, market share etc.), CCA, Completion of IA</p>	✓			✓	✓	Atheoretical
23	IJHRM	Caliguiri and Tung, (1999)	Quan	Survey/CA/Moderated RA/ANOVA	<p><b>Antecedents:</b> Characteristics (e.g., Language skills, technical skills, Open-minded Personality), Interpersonal (Family: supportive and well-adjusted spouse and children), HCNs' Support, Support from headquarters, Maintaining the psychological contract - <b>Dimensions:</b> Adjustment, Desire to terminate the IA and Supervisor rated performance</p>	✓	✓	✓	✓	✓	Atheoretical
24	IJHM	Feng and Pearson, (1999)	Quan	Survey	<p><b>Antecedents:</b> Adjustment and Adaptation skills, Interpersonal relations skills, Cultural stress management skills</p>	✓					Atheoretical
25	PP	Caliguiri, (2000)	Quan	Survey/RA/DM/BC	<p><b>Antecedents:</b> Personality type - <b>Dimensions:</b> Willingness to complete IA, Performance</p>	✓			✓	✓	Theory of Evolutionary Personality (Buss, 1991; MacDonald, 1998)

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Table 2.A1 - continued

26	JCCP	Dalton and Wilson, (2000)	Quan	Survey NEO PI-R	<b>Antecedents:</b> Big five personality characteristics - <b>Dimensions:</b> Performance	✓		✓	Atheoretical
27	EJP	Van Oudenhoven-Van and Van Oudenhoven, (2000)	Quan	Survey (MPQ)	<b>Antecedents:</b> Openness, Flexibility, Social Initiative, Emotional stability	✓			Atheoretical
28	IJHRM	Harvey et al., (2001)	LR	-	<b>Antecedents:</b> Candidate motivation level, Selection of fitting candidates, Parent host: Information Asymmetry, Goal Congruence	✓	✓		Agency Theory (Jensen and Meckling, 1976; Eisenhardt, 1988; Nilakant and Rao, 1994) and Expectancy Theory (Vroom, 1964; Nadler and Lawler, 1977; Porter and Lawler, 1968)
29	CCMIJ	Varma and Stroh, (2001)	Quan	Survey	<b>Antecedents:</b> High LMX -- <b>Dimensions:</b> Communication, Success	✓	✓	✓	Leader-Member Exchange Theory (Liden and Maslyn, 1998)
30	JEIT	Linehan and Scullion, (2001)	Qual	Semi-structured interviews/ Cross-case analysis -	<b>Antecedents:</b> Breaking the glass ceiling, Accompanying spouse's Adjustment status, Mentorship, Interpersonal networks		✓	✓	Atheoretical
31	IJIR	Van et al., (2001)	Quan	Survey	<b>Antecedents:</b> Traits and Skills (Orientation to action, Adventurousness, Open-mindedness, Flexibility, Extraversion, Emotional Stability, Cultural Empathy, Perseverance, Commitment to the company) - <b>Dimensions:</b> CCA, Performance	✓		✓	Atheoretical

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32	IJIR	Grant-Vallone and Ensher, (2001)	Quan	Survey/HRA	<b>Antecedents:</b> Balance between personal and work life, Organizational support - <b>Dimensions:</b> CCA, Performance, Expatriate's Success	✓	✓	✓	✓	Atheoretical
33	WMR	Cordano et al., (2002)	Quan	Survey (WAMS)/CFA /MANOVA and ANOVA	<b>Antecedents:</b> HCNs' Support – <b>Dimensions:</b> CCA, Social and Work Adjustments		✓	✓	✓	Atheoretical
34	JTMD	Goby et al., (2002)	Quan	Survey	<b>Antecedents:</b> Harmony between the perception of expats (and the spouse) and the HRDs about social and employment support - <b>Dimensions:</b> Job Commitment, Organization Loyalty, Expatriate's Success	✓	✓	✓	✓	Atheoretical
35	WMR	Paik and Vance, (2002)	Quan	Survey/Small group interviews/MANOVA	<b>Antecedents:</b> Status as foreigners, Gender	✓				Atheoretical
36	IJHRM	Napier and Taylor, (2002)	Qual	Semi-structured interviews/Workshops, seminars and FG	<b>Antecedents:</b> Host nation's culture, Level of economic development of the host country	✓				Atheoretical
37	ITJ	Edmond, (2002)	Quan	Survey/RA	<b>Antecedents:</b> Selection Criteria (Task-Cross-cultural)		✓			Atheoretical
38	JSP	Stierle et al., (2002)	Quan	Survey / CA /HRA	<b>Dimensions:</b> Performance, CCA, Job Satisfaction, Identification with the work team abroad			✓	✓	Atheoretical

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Table 2.A1 - continued

39	JWB	Harvey and Novicevic, (2002)	LR	-	<b>Antecedents:</b> CCA	✓			Atheoretical
40	IJIR	Vance and Ensher, (2002)	Qual	In-depth interviews	<b>Antecedents:</b> Training - <b>Dimensions:</b> Performance		✓	✓	Atheoretical
41	CTRJ	Woodard et al., (2002)	Quan	Survey	<b>Antecedents:</b> Selection, Training, Support - <b>Dimensions:</b> Expatriate's Success		✓	✓	Atheoretical
42	IJHRM	Caligiuri and Phillips, (2003)	Quan	Experiment (pretest- test and post test)	<b>Antecedents:</b> Realistic job preview's effect on expat's self-efficacy and his/her ability in making informed decision - <b>Dimensions:</b> Performance	✓	✓	✓	Atheoretical
43	JMP	Guthrie et al., (2003)	Quan	Survey (NEO-PI-R, HPI)	<b>Antecedents:</b> Social and Psychological adjustments, Family Situation, Job Knowledge and Motivation, Relational Skills, Flexibility, Adaptability, Extra-Cultural Openness, Extroversion, Agreeableness, Conscientiousness	✓	✓		Atheoretical
44	IJIR	Ali et al., (2003)	Quan	Survey/HRA	<b>Antecedents:</b> CCA (Enhanced by the adjustment of the spouse)	✓	✓		Atheoretical
45	JIM	Martin and Bartol, (2003)	Quan	Survey/RA	<b>Antecedents:</b> Performance expectation, Clarification, Consideration of the local environment, Frequency of PA, Fairness, Career development - <b>Dimensions:</b> Expatriate's performance system	✓	✓	✓	Atheoretical
46	IJHM	Magnini and Honeycutt, (2003)	LR	-	<b>Antecedents:</b> Technical Competencies, Learning Abilities - <b>Dimensions:</b> CCA	✓		✓	Atheoretical

Table 2.A1 - continued

47	JM	Kraimer and Wayne, (2004)	Quan	Survey / CFA/ SEM	<b>Dimensions:</b> CCA, Commitment to the organization, Performance, Intentions to complete IA	✓	✓	✓	Atheoretical	
48	JIBS	Shay and Baack, (2004)	Quan	Surveys/SEA	<b>Dimensions:</b> Premature Returns, CCA, Effectiveness	✓	✓		Work Role Transition Theory (Nicholson, 1984), Uncertainty Reduction Theory (Berger and Calabrese, 1975), and Contact Theory (Homans, 1950).	
49	JTMD	Harcar and Harcar, (2004)	LR	-	<b>Antecedents:</b> Family Issues, HR Policies - <b>Dimensions:</b> Job Withdrawal Intentions, Performance	✓	✓	✓	✓	Spillover Theory (Pleck, 1977)
50	HR	Cerdin and Dubouloy, (2004)	Qual	Qualitative interviews	<b>Antecedents:</b> Psychoanalytical approach to look into the past to find determinants that shed light on success on IA	✓	✓			Work Role Transition Theory (Nicholson, 1984) and Psychoanalytical Theory (Freud, 1890)
51	JCCP	Ward et al., (2004)	Quan	Survey	<b>Antecedents:</b> Psychological Adaptation, Sociocultural Adaptation (both are affected by neuroticism, conscientiousness, agreeableness, less discrepancy between extraversion and host-culture norms less discrepancy between openness and host-culture norms)	✓	✓			Atheoretical
52	IJIR	Harvey and Kiessling, (2004)	LR	-	<b>Dimensions:</b> CCA		✓			Atheoretical
53	AME	Toh and Deinisi, (2005)	LR	-	<b>Antecedents:</b> HCNs' Support - <b>Dimensions:</b> CCA	✓	✓			Atheoretical

Table 2.A1 - continued

54	JIBS	Mezias and Scandura, (2005)	LR	-	<b>Antecedents:</b> Mentoring - <b>Dimensions:</b> CCA, Completion of IA, Successful Repatriation, Transfer of Knowledge	✓	✓	✓		Development of International Mentoring Theory by integrating current perspectives on protean and boundaryless careers with the literature on mentoring and expatriates.
55	CDI	Gabel et al., (2005)	Mix	Semi-structured interviews - Survey	<b>Antecedents:</b> Mental Ability (Perf), Big five characteristics (Perf), EQ (CCA, Perf, Satisfaction, Withdrawal decisions) Selection - <b>Dimensions:</b> CCA, Performance, Completion of IA, Life Satisfaction	✓	✓	✓	✓	Atheoretical
56	SMR	Varner and Palmer, (2005)	LR	-	<b>Antecedents:</b> Self-knowledge, Selection, Training <b>Dimensions:</b> Effectiveness, Knowledge Gain, Tenure after repatriation	✓	✓	✓	✓	Atheoretical
57	IJHRM	Anderson, (2005)	Mix	Semi-structured interviews - Survey	<b>Antecedents:</b> Selection (Technical and interpersonal skills, Family situation)		✓			Atheoretical
58	JEIT	Neupert et al., (2005)	Qual	Critical incidents interviews /Needs assessment	<b>Antecedents:</b> The development of professional skills (Leadership, management), Personal characteristics (Patience, Flexibility, Confidence, Innovation, Experience, Maturity)	✓				Atheoretical

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59	IJHRM	Harrison and Schaffer, (2005)	Quan	Survey/FA	<b>Antecedents:</b> CCA - <b>Dimensions:</b> Task Performance, Relationship Building, Overall Performance	✓	✓	✓	Work motivation Theory (e.g. Vroom's VIE theory, 1964; Naylor et al., 1980), Withdrawal Theory (e.g. Hulin, 1991), also referred to as Reduction of Inputs Theory (Harrison, 2001) or Propensity to Withhold Effort Theory (Kidwell and Bennett, 1993)
60	JCCP	Mol et al., (2005)	MA	-	<b>Antecedents:</b> Extraversion, Emotional Stability, Agreeableness, Conscientiousness - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical
61	CCMIJ	Tan et al., (2005)	LR	-	<b>Antecedents:</b> CCA	✓			Atheoretical
62	JCP	Swagler and Jome, (2005)	Quan	Survey/ HMR	<b>Antecedents:</b> CCA	✓			Atheoretical
63	PR	Holopainen and Björkman, (2005)	Quan	Survey (longitudinal) / DM / RA	<b>Antecedents:</b> Personal Characteristics - <b>Dimensions:</b> completion of IA, CCA, Performance	✓	✓	✓	Atheoretical
64	IJHRM	Huang et al., (2005)	Quan	Survey	<b>Antecedents:</b> Big five personality characteristics - <b>Dimensions:</b> CCA	✓	✓		Theory of Personality (Digman, 1990; Mount and Barrick, 1995)
65	HRDR	Littrel et al., (2006)	LR	-	<b>Antecedents:</b> CCT - <b>Dimensions:</b> Expatriate's early return, Delayed productivity and start-up time, Disruption of the relationship between the expatriate and HCN, Damage to the MNC's image, Lost Opportunities, Problematic repatriation resulting in high turnover rates		✓	✓	Atheoretical

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66	IEJ	Richardson et al., (2006)	Quan	Survey	<b>Dimensions:</b> CCA	✓			Social Learning Theory (Bandura, 1977)
67	IMDS	Lee and Croker, (2006)	Quan	Survey/HRA	<b>Antecedents:</b> CCT - <b>Dimensions:</b> CCA	✓	✓		Atheoretical
68	IJCHM	Avril and Magnini, (2007)	LR	-	<b>Antecedents:</b> Holistic approach in selection and training while taking in consideration the family status, EQ, Learning orientation and lifestyle habits (diet and exercise).	✓			Atheoretical
69	IJHRM	Kupka and Cathro, (2007)	Quan	Survey	<b>Antecedents:</b> Well-being of the spouse before, during and after the IA	✓			Atheoretical
70	JIBS	Bolino, (2007)	LR	-	<b>Dimensions:</b> [Subjective] satisfaction with one's career / [Objective] promotions		✓		Human Capital Theory (Becker, 1964; Judge et al., 1995; Wayne et al., 1999), Career-Cone Model (Schein, 1971)
71	JOB	Toh and Deinisi, (2007)	LR	-	<b>Antecedents:</b> HCNs' Support - <b>Dimensions:</b> CCA	✓	✓		Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979).
72	IJFIP	Flytzani and Nijcamp, (2007)	Quan	Survey	<b>Antecedents:</b> Locus of control - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Locus of Control Theory (Rotter, 1966, 1975, 1990)
73	IM	Andreason, (2007)	LR	-	<b>Antecedents:</b> Spouse's Adjustment	✓			Atheoretical
74	IJHRM	Paik et al., (2007)	Mix	In depth interviews - Survey /ANOVA	<b>Antecedents:</b> HCN's Support (influenced by perceived compensation's gap) - <b>Dimensions:</b> CCA	✓	✓		Equity Theory (Adams, 1965)
75	Book 2	Burrus, (2008)	LR	-	<b>Antecedents:</b> Personal characteristics, Families, HCNs	✓	✓		Atheoretical

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76	IJHRM	Bonache and Zárrega-Oberty, (2008)	LR	-	<b>Antecedents:</b> Abilities, Motivation, Quality of relationship between the individuals - <b>Dimensions:</b> Success of knowledge transfer	✓	✓	✓	✓	✓	Atheoretical	
77	Book 6	Van Vianen et al., (2008)	LR	-	<b>Antecedents:</b> Selection (self-assessment, family's opinion, organisation's opinion)- <b>Dimensions:</b> Completion of the IA, Meet performance standards, CCA	✓	✓	✓	✓	✓	✓	Atheoretical
78	GBOE	Mculty, (2008)	Qual	Case study	ROI: a calculation in which the financial and non-financial benefits to the firm are compared with the financial and non-financial costs of the IA, as appropriate to the assignment's purpose.					✓	✓	Atheoretical
79	JCAF	Yeaton and Hall, (2008)	LR	-	<b>Antecedents:</b> Selection (right skills), Training and Support during the different stages of the IA - <b>Dimensions:</b> CCA			✓	✓			Atheoretical
80	IJIR	Herleman et al., (2008)	Mix	Interviews - Survey/CA/HR/MRA	<b>Antecedents:</b> Social Support, Ibasho, Stressor - <b>Dimensions:</b> Satisfaction, CCA, Well-being		✓		✓			Atheoretical
81	IJHRM	Seak and Enderwick, (2008)	Qual	Email questionnaire containing open-ended questions	<b>Antecedents:</b> Selection (traits and technical skills), Preparing the employee for the expatriate assignment, CCT - <b>Dimensions:</b> CCA, Performance			✓	✓	✓		Atheoretical
82	SBP	Lee and Sukoco, (2008)	Quan	Survey/CFA/SEM/ANOVA	<b>Antecedents:</b> Personality Characteristics, Social Support - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	✓			Theory of Evolutionary Personality Psychology (Buss, 1991)
83	IJHRM	Kreng and Huang, (2009)	LR	-	<b>Dimensions:</b> Performance					✓		Atheoretical

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84	HRM	Cerdin and Le Pargneux, (2009)	LR	-	<b>Dimensions:</b> Career Success, Job Success, Development Success, Performance			✓	✓	✓	Theory of Fit (e.g. Krista, 1996), Human Capital Theory (Becker, 1964) and Signal Theory (Spence, 1973)
85	IJMR	Harvey and Moeller, (2009)	LR	-	<b>Antecedents:</b> Selection (motivation), Training, Repatriation	✓	✓				Atheoretical
86	HRM	Tungli and Peiperl, (2009)	Quan	Mail survey /interviews with HR professionals/ Comparative analysis	<b>Dimensions:</b> Premature Termination, CCA, Performance			✓	✓		Atheoretical
87	IJHRM	Thite et al., (2009)	Mix	In-depth interviews - Survey	<b>Antecedents:</b> Cultural Distance - <b>Dimensions:</b> CCA			✓	✓		Atheoretical
88	HRM	Bozionelos, (2009)	Quan	Survey/ANCOVA /HRA	<b>Antecedents:</b> CCT, Protégé Experience (Affected by gender), Peer Support (affected by gender), Cultural clusters of the home and host countries - <b>Dimensions:</b> Job Satisfaction, Turnover Intentions	✓	✓	✓	✓	✓	Atheoretical
89	HRMR	Caligiuri et al., (2009)	LR	-	<b>Antecedents:</b> Selection (Personal Characteristics, Language Skills, International experience as predictors)			✓			Atheoretical
90	HRM	Benson and Pattie, (2009)	Quan	Survey/ RA	<b>Antecedents:</b> LMX Interactions - <b>Dimensions:</b> CCA, Performance			✓	✓	✓	Leader-Member Exchange Theory (Liden and Maslyn, 1998).
91	HRM	Olsen and Martins, (2009)	LR	-	<b>Antecedents:</b> HCN's Support - <b>Dimensions:</b> CCA			✓	✓		Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979).

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92	IJHRM	Hemmasi et al., (2010)	Quan	Survey/Scale development	<b>Dimensions:</b> CCA, Satisfaction, Organizational Commitment, Performance Professional development, Career advancement, Macro-organizational Contribution, Effectiveness	✓	✓	Atheoretical	
93	IJHRM	Traavik and Richardsen, (2010)	Quan	Survey	<b>Dimensions:</b> [Objective] Earnings and Promotions / [Subjective] Career and Job Satisfaction	✓	✓	Atheoretical	
94	BAR	De Macedo-Soares and Schubsky., (2010)	Mix	Interviews - Survey	<b>Antecedents:</b> Commitment, Interdependence, Coordination, Communication	✓		Atheoretical	
95	ARCOM 2010	Moore and Elmualim, (2010)	Qual	A face-to-face questionnaire interview	<b>Antecedents:</b> Cross-Cultural Difference	✓		Atheoretical	
96	Book 3	Braga and Kubo, (2010)	LR	-	<b>Antecedents:</b> Strong Organizational Culture - <b>Dimensions:</b> Willingness to remain till the end of IA, Premium Pay	✓	✓	✓	Atheoretical
97	CRIBJ	Downes et al., (2010)	Quan	Survey /MRA	<b>Antecedents:</b> Expatriate's personality - <b>Dimensions:</b> CCA, Performance, Assignment Value	✓	✓	✓	Atheoretical
98	PR	Cogin and Fish, (2010)	Quan	Survey/SEM/OLS regression	<b>Antecedents:</b> Selection, Predicting individual's value, Orientations - <b>Dimensions:</b> Performance	✓	✓	✓	Atheoretical
99	AJBM	Lee, (2010)	Qual	In-depth interviews	<b>Antecedents:</b> IQ, CQ, EQ - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical

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Table 2.A1 - continued

100	IJHRM	Templer, (2010)	Quan	Survey/HRA	<b>Antecedents:</b> HCN's perceived importance of expatriate's personal attributes, Ethnocentric attitudes of HCNs - <b>Dimensions:</b> Work Adjustment, Subordinate Commitment, Job Satisfaction, Unit Performance	✓	✓	✓	✓	Atheoretical
101	IJHM	Miao et al., (2011)	Qual	In-depth semi-structured interviews	Success of multiple stakeholders is the ultimate expatriate's success		✓	✓	✓	Atheoretical
102	IJHRM	Pattie and Parks, (2011)	Quan	Survey/RA	<b>Dimensions:</b> CCA, Turnover Intention, Performance		✓		✓	✓ Atheoretical
103	IJHRM	Hamori et al., (2011)	Quan	Surveys/HRA	<b>Dimensions:</b> Shortest time to get promoted to the top.			✓		✓ Human Capital Theory (Becker, 1964; Ng et al., 2005)
104	CDI	Shen and Kram, (2011)	Qual	In-depth interviews	<b>Antecedents:</b> Psychosocial Support, Expatriates' developmental networks - <b>Dimensions:</b> CCA	✓	✓		✓	Atheoretical
105	AOM 2011	Cerdin and Dickmann, (2011)	Quan	Survey/HRA	<b>Dimensions:</b> Career Satisfaction, Job Satisfaction, Intention to leave the organization			✓	✓	✓ Person-Environment Fit Theory (e.g. Krista, 1996) and the Boundaryless Career Perspective (e.g. Arthur, & Rousseau, 1996).
106	IJCHM	Causin et al., (2011)	Quan	Survey	<b>Antecedents:</b> CCT - <b>Dimensions:</b> Expatriate's Success		✓		✓	Atheoretical
107	TIBR	Van Bakel et al., (2011)	Quan	Experiment (longitudinal study)/ANOVA MANCOVA	<b>Antecedents:</b> HCNs' support - <b>Dimensions:</b> CCA, Performance	✓		✓	✓	✓ Atheoretical
108	JMP	Manson and Carr, (2011)	Quan	Survey/ANOVA MANCOVA/RA	<b>Antecedents:</b> Demands-Abilities Fit, Supplies-Values Fit, Perceived Fit - <b>Dimensions:</b> Job Satisfaction, Work Engagement, Satisfaction with life	✓			✓	Theory of Vocational "Fit" (Bretz and Judge, 1994)

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Table 2.A1 - continued

109	COBRA 2011	Cerimagic and Smith, (2011)	Qual	Case studies/In depth interviews	<b>Antecedents:</b> Selection (Learning Orientation Skills) - <b>Dimensions:</b> CCA	✓	✓	✓	Atheoretical
110	JWB	Soltani and Wilkinson, (2011)	Qual	Open-ended questions interviews	<b>Antecedents:</b> Salient Factors, Person Factors, System Factors - <b>Dimensions:</b> Performance	✓	✓	✓	Institutional Theory (DiMaggio & Powell, 1991; Scott, 1987, 2001; Tolbert & Zucker, 1996)
111	AJBM	Lee and Wu, (2011)	Quan	Survey	<b>Antecedents:</b> Person-Organization Fit, Psychological Climate, CCA, Personality Traits, Innovative Climate - <b>Dimensions:</b> Performance	✓	✓	✓	Psychological Climate Theory (James and Sells, 1981) and Personality-Job Fit Theory (Holland , 1997)
112	AJCEB	Konanahalli et al., (2011)	Qual	In-depth interviews	<b>Antecedents:</b> HCNs' Support, Job Parameters, Organizational Parameters - <b>Dimensions:</b> CCA, Completion of IA, Job Satisfaction, Performance	✓	✓	✓	Atheoretical
113	AJBM	Lai, (2011)	Quan	Survey/MRA	<b>Antecedents:</b> Selection, Training, Family Support (Specialty Capacity, Interface Ability, Leadership, Family Status and Cultural Perception)	✓	✓	✓	Atheoretical
114	TQR	Gupta et al., (2012)	Qual	Open ended questions interview	<b>Antecedents:</b> CCA accompanying spouse – <b>Dimensions:</b> Expatriate's CCA	✓	✓	✓	Atheoretical
115	IJHRM	Pichler et al., (2012)	Quan	Survey/RA/SEM	<b>Antecedents:</b> Systematic selection expatriate's preparation, Spouse's ability to adjust, Acceptance and Support of HCN	✓	✓	✓	Similarity Attraction Paradigm (Byrne 1971) and Social Identity Theory (Tajfel, Billig, Bundy and Flament 1971; Tajfel and Turner 1979; Tajfel 1981).
116	IJHRM	Ishii, (2012)	Mix	In-depth interviews - Survey/HRA	<b>Antecedents:</b> Local Identification (through language proficiency and adopting of communication styles of the subsidiary) - <b>Dimensions:</b> CCA, Expatriate's Success	✓	✓	✓	Atheoretical

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Table 2.A1 - continued

117	EJIM	Varma et al., (2012)	Quan	Survey/ANOVA	<b>Antecedents:</b> HCN and Expatriate interactions - <b>Dimensions:</b> CCA	✓	✓		Atheoretical				
118	IJHRM	Kim and Froese, (2012)	Mix	Informal interviews - Survey	<b>Antecedents:</b> Willingness to accept IA - <b>Dimensions:</b> Completion of IA, CCA	✓	✓	✓	Role-Identity Saliency Theory (Dupuis et al., 2008)				
119	GBOE	Arp, (2012)	Qual	Case studies	<b>Antecedents:</b> Soft Skills (the need for diversity of ideas, perspectives, cross-cultural experience, and people management), Hard Skills (the specific knowledge and technical expertise), Local spouse increases the chance of the expatriate to have better networking in the host country - <b>Dimensions:</b> CCA	✓	✓	✓	Atheoretical				
120	CER	Veach, (2012)	LR	-	<b>Dimensions:</b> CCA			✓	The psychic distance theory (Johanson & Valhne, 1992), Theory of Reasoned Action (Ajzen, 1972), and Cultural Intelligence Theory (Earley and Ang ,2003)				
121	JMD	Van Den Bergh and Du Plessis, (2012)	Qual	In-depth qualitative interactive FG/NVivo	<b>Antecedents:</b> Status, Identity, Motivation to migrate - <b>Dimensions:</b> Career Success	✓	✓		The Adult Learning Theory (Kolb ,1984)				
122	Book 11	Toh et al., (2012)	LR	-	<b>Antecedents:</b> CCT (Cultural Sensitivity, Communication, Management) - <b>Dimensions:</b> Knowledge Transfer (Expats, HCNs, Organization)			✓	✓	✓	✓	✓	Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979) and Justice Theories (e.g., Blader & Tyler, 2009; Tyler & Lind, 1992; Smith & Tyler, 1996; Leonardelli and Toh, 2011)

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123	JMD	Cao et al., (2012)	LR	-	<b>Antecedents:</b> Selection (Career Capital, Protean Career Attitude, CQ), Training - <b>Dimensions:</b> CCA	✓	✓	Career Capital Theory (Arthur, Claman & DeFillippi, 1995; DeFillippi & Arthur, 1994)		
124	IJHRM	Lee and Donohue, (2012)	Quan	Survey /PA	<b>Antecedents:</b> CCA - <b>Dimensions:</b> Completion of IA, Achieving expected outcomes, On the job effectiveness	✓		✓	Job Performance Theory (Mol et al. 2005)	
125	IJHRM	Harrison and Michailova, (2012)	Mix	Semi-structured interviews - Survey	<b>Antecedents:</b> Previous IAs - <b>Dimensions:</b> CCA	✓		✓	Atheoretical	
126	IJHRM	Pattie et al., (2013)	Quan	Survey/RA	<b>Antecedents:</b> Goal Congruence (between the sending supervisor and the expatriate) - <b>Dimensions:</b> Performance, Turnover Intention		✓	✓	Goal Congruence Theory (Deutsch 1973; Johnson and Johnson 1989; Chen and Tjosvold 2005) and Leader-Member Exchange Theory (Liden and Maslyn, 1998)	
127	JGM	Schütter and Boerner, (2013)	Qual	In depth interviews	<b>Antecedents:</b> Family, Work Interface - <b>Dimensions:</b> Family Adjustment	✓		✓	Atheoretical	
128	MRR	Huff, (2013)	Quan	Survey /HSFA /HMR	<b>Antecedents:</b> CQ, Language Proficiency - <b>Dimensions:</b> CCA, Willingness to complete IA	✓		✓	✓	Atheoretical
129	GBOE	Mcnulty and Cieri, (2013)	Qual	Case study	<b>Dimensions:</b> Expatriate ROI			✓	Psychological Contract Theory (Rousseau, 1989)	
130	IJHRM	Kim and Tung, (2013)	Mix	In-depth interviews - Survey	<b>Antecedents:</b> Expatriate's Position, Expatriate's Expectations, Work-Life Balance - <b>Dimensions:</b> Satisfaction with IA	✓		✓	Atheoretical	
131	CDI	Cao et al., (2013)	Quan	Survey/SEM	<b>Antecedents:</b> Protean Career Attitude - <b>Dimensions:</b> CCA	✓		✓	Developmental-Contextual Career Theory (Vondracek et al., 1986)	

Table 2.A1 - continued

132	CDI	Lee et al., (2013)	Quan	Survey/SEM	<b>Antecedents:</b> Social Support (Socialization of HCN's, CQ), Transformational Leadership - <b>Dimensions:</b> Performance, CCA	✓	✓	✓	✓	Social Learning Theory (Bandura, 1977) and Social Exchange Theory (Wayne et al., 1997)		
133	WASJ	Zainol et al., (2013)	Quan	Survey	<b>Antecedents:</b> Organisational Support Training (Language and Cultural aspect of the host country), Communication between HCN's and expatriates - <b>Dimensions:</b> CCA		✓	✓	✓	Atheoretical		
134	IJRDM	Jones et al., (2014)	Qual	Semi-structured interviews/Open, axial and selective coding.	<b>Antecedents:</b> Training targeting managerial decision-making, Organizational culture, Management vision, International market mind-set.			✓		Personality Trait Theory (Ewen,2013)		
135	JWB	Ren et al., (2014)	Quan	Survey/ Multiple RA/ Logistic RA	<b>Antecedents:</b> Engagement - <b>Dimensions:</b> Performance	✓			✓	Self-Determination Theory (Ryan & Deci, 2000) and Relative Deprivation Theory (Crosby, 1976; Martin, 1981)		
136	JGM	Linder, (2014)	Mix	Personal interviews and expert interviews - Survey/PLS-SEM	<b>Antecedents:</b> Leadership - <b>Dimensions:</b> CCA	✓			✓	Symbolic Leadership Theory (Winkler, 2010)		
137	SOSE	Windiarti et al., (2014)	Qual	In-depth interviews	<b>Dimensions:</b> CCA				✓	Atheoretical		
138	JCPS	Kishori and Kumar, (2014)	LR	-	<b>Dimensions:</b> CCA, Performance, Completion of IA				✓	✓	Atheoretical	
139	APBR	Lauring and Selmer, (2014)	Quan	Survey/ANCOVA ANOVA	<b>Dimensions:</b> CCA, Time to proficiency, Performance, Satisfaction				✓	✓	✓	Atheoretical

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140	SAJHRM	Valk et al., (2014)	Qual	In-depth interviews /Kodani 1.2	<b>Dimensions:</b> Work-family balance, Self-satisfaction, Contribution to the family and home country society	✓	✓	✓	✓	Career Capital Theory (Arthur, Claman & DeFillippi, 1995; DeFillippi & Arthur,1994)
141	IJHRM	Cao et al., (2014)	Quan	Survey	<b>Antecedents:</b> POS, HCNs and expatriates' interactions - <b>Dimensions:</b> Career satisfaction, Intention to stay	✓	✓	✓	✓	Social Capital Theory (Bourdieu, 1985) and Theory of Transnational Network for Migrants (Saxenian 2005)
142	IJHRM	Cerdin and Le Pargneux, (2014)	Quan	Survey	<b>Antecedents:</b> Protean Career Attitude, Boundaryless Career Attitude, Careerist Orientation - <b>Dimensions:</b> Career Satisfaction, Job Satisfaction, Intention to leave IA	✓		✓		Person-Environment Fit Theory (e.g.Krista, 1996)
143	IJHRM	Bonache and Noethen, (2014)	LR	-	<b>Antecedents:</b> Selection, Compensation - <b>Dimensions:</b> Performance			✓	✓	Atheoretical
144	Book 9	Lee and Kartika, (2014)	Quan	Survey/CFA/RA	<b>Antecedents:</b> Individual factors, Family factors, Social factors - <b>Dimensions:</b> CCA, Performance, Knowledge Transfer, Innovation Work Behaviour	✓	✓	✓	✓	Social Learning Theory (Bandura, 1977), Family System Theory (Bowen, 1950) and Spillover Theory (Pleck, 1977)
145	IJHRM	Bader and Berg, (2014)	LR	-	<b>Dimensions:</b> CCA			✓		Atheoretical
146	EDP Sciences	Zainol et al., (2014)	Quan	Survey	<b>Dimensions:</b> CCA			✓		Atheoretical
147	KSSJ	Danisman, (2014)	Qual	In-depth interviews NVIVO	<b>Antecedents:</b> Previous IA's experiences - <b>Dimensions:</b> Expatriate's attitude towards the new culture	✓		✓		Atheoretical
148	JGM	Supangco and Mayrhofer, (2014)	Quan	Survey/RA	<b>Antecedents:</b> Self- efficacy, Role conflict, Role discretion, Supervisory support, POS - <b>Dimensions:</b> Satisfaction, CCA	✓	✓	✓		Atheoretical

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149	Book 12	Haslberger et al., (2014)	LR	-	<b>Antecedents:</b> CCA - <b>Dimensions:</b> Performance, Retention, Career Satisfaction	✓	✓	✓	Person-Environment Fit Theory (e.g.Krista, 1996) and Theory of Work (Dawis and Lofquist, 1964)
150	Book 1	Morley and Parkinson, (2015)	Qual	In-depth interviews/Analytic induction approach followed by coding and generation of meaning	<b>Antecedents:</b> Personal Attributes, Knowledge and skills, Effective management of operations	✓	✓		Atheoretical
151	JGM	Canhilal et al., (2015)	Qual	Semi-structured interviews/content analysis	<b>Dimensions:</b> Job and Personal well-being, Satisfaction, Withdrawal Cognition, Premature Termination, Performance		✓	✓	✓ Atheoretical
152	ISCLO 015	Harjo, (2015)	Quan	Survey/MRA	<b>Antecedents:</b> Big 5 personality characteristics, Language proficiency, Leadership and management skills - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical
153	IJHRM	Kempen et al., (2015)	Quan	Survey/CFA/BCs/HRA	<b>Antecedents:</b> Role overload, Role ambiguity, Work-family, CCA	✓	✓		Atheoretical
154	JGM	Davies et al., (2015)	Quan	Survey/CFA/ANCOVA	<b>Antecedents:</b> Spouse's Adjustment Status - <b>Dimensions:</b> CCA		✓	✓	Relational Demography Theory (Tsui and O'Reilly, 1989)
155	IJIR	Chen, (2015)	Quan	Survey /HRA	<b>Antecedents:</b> CCA (affected by CQ) - <b>Dimensions:</b> Organizational Commitment, Job Satisfaction, Turnover Rate, Performance	✓	✓	✓	Atheoretical
156	JCHRM	Gallego-Toledo, (2015)	Qual	Case study	<b>Antecedents:</b> Well-being, Job satisfaction, Performance, Trainings - <b>Dimensions:</b> Organizational Commitment, Job Commitment	✓	✓	✓	Atheoretical

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157	Book 4	Kierner, (2015)	LR	-	<b>Antecedents:</b> Spouse's adjustment status - <b>Dimensions:</b> CCA	✓	✓			Atheoretical
158	JGM	Salomaa, (2015)	Qual	IPA/ Semi-structured interviews	<b>Antecedents:</b> Coaching		✓			Integral Theory of Ken Wilber (1995, 2000, 2016)
159	Book 4	Lazarova et al., (2015)	Quan	Survey	<b>Antecedents:</b> Spouse and family adjustment, Willingness to go on IA- <b>Dimensions:</b> Completion of IA, CCA, Performance	✓	✓	✓	✓	Work/Life Balance (Greenhaus and Beutell 1985; Greenhaus and Powell 2003, 2006), Family Systems Theory (Caligiuri et al. 1998a, b; Olson 1993; Rosenbusch and Cseh 2012), Crossover Theory (Westman 2001; Westman et al. 2004), and the Job Demands-Resources Model (Bakker and Demerouti 2007; Demerouti et al. 2001; Karasek 1979).
160	IJOA	Almazrouei and Zacca, (2015)	Qual	Structured face-to-face interviews	<b>Antecedents:</b> Leadership (Enhanced by EI)	✓				Atheoretical
161	JSOD	Bartolo-Ribeiro and Andrade, (2015)	LR	-	<b>Antecedents:</b> Selection (Knowledge, Skills and Abilities)		✓			Atheoretical
162	IJIR	Gibson et al., (2015)	LR	-	<b>Antecedents:</b> Targeted expatriate's expectation - <b>Dimensions:</b> CCA	✓		✓		Atheoretical
163	IJHRM	Shen and Jiang, (2015)	Quan	Survey/MRA	<b>Antecedents:</b> Expatriate's self-efficacy, Family problems, POS - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	✓	Atheoretical

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164	APJHR	Li and Jackson, (2015)	Qual	In-depth interviews	<b>Dimensions:</b> CCA			✓		Theory of Anxiety and Uncertainty Management in Intercultural Communication Gudykunst (1988, 1993, 2005)
165	PJMES	Krishnaveni and Arthi, (2015)	Qual	In depth interviews	<b>Antecedents:</b> Organizational support, CCT - <b>Dimensions:</b> Performance			✓	✓	Atheoretical
166	IJHRDM	Howe-Walsh et al., (2015)	LR	-	<b>Dimensions:</b> Performance, Completion of IA			✓	✓	✓ Atheoretical
167	SBS	Araci, (2015)	MA	-	<b>Antecedents:</b> Selection, Training (Intercultural), Organisational and Social Supports - <b>Dimensions:</b> Performance		✓	✓	✓	Atheoretical
168	BJM	Kawai and Mohr, (2015)	Quan	Survey/CA/HRA	<b>Antecedents:</b> Role ambiguity, Role novelty, Organizational support, Supervisor support	✓		✓		Role Theory (Katz and Kahn, 1978)
169	JWB	Itani et al., (2015)	Quan	Survey	<b>Antecedents:</b> Language proficiency - <b>Dimensions:</b> CCA	✓		✓		Atheoretical
170	ISBCD-16	Ngari et al., (2016)	LR	-	<b>Antecedents:</b> CQ - <b>Dimensions:</b> CCA, Performance	✓		✓	✓	Atheoretical
171	IJCCM	Okpara and John, (2016)	Quan	Survey/HRA /CA	<b>Antecedents:</b> CCA			✓		Atheoretical
172	IJTD	Caligiuri and Tarique, (2016)	Quan	Survey subscale of (NEO-PI-R) NEO – FFI	<b>Antecedents:</b> Personality traits (e.g., Extraversion, Emotional Stability, Agreeableness Conscientiousness)	✓				Atheoretical
173	JGM	Caligiuri et al., (2016)	Quan	Survey/RA	<b>Antecedents:</b> HCN's Support (depends on his/her ethnocentrism and cultural humility) - <b>Dimensions:</b> Performance			✓	✓	Atheoretical

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174	JWB	Caligiuri and Bonache, (2016)	LR	-	<b>Antecedents:</b> Change in individuals' competencies as a function of living and working in another country, Personality characteristics, Motivation for success abroad.	✓			Atheoretical
175	IJOA	Almazrouei et al., (2016)	Qual	Structured face-to-face interviews	<b>Antecedents:</b> Leadership (Enhanced by CQ)	✓			Atheoretical
176	JGM	Van Der Laken et al., (2016)	SLR	-	<b>Antecedents:</b> Social support by supervisor, Organizational support - <b>Dimensions:</b> Performance, Retention, CCA, Commitment	✓	✓	✓	Stress Management Theories(Ashford and Taylor, 1990; Kahn et al., 1964; Katz and Kahn, 1978;Minuchin, 1974;Lazarova et al., 2010 and Gudykunst and Nishida, 2001) , Social Capital Theory (Bourdieu , 1985), Social Networks Theory (Dunn, 1983) , Social Learning Theory (Bandura, 1977), Exchange theories (Blau, 1964; Gouldner, 1960), Psychological Contracts Theory (Rousseau, 1995) and Leader-Member Exchange Theory (Liden and Maslyn, 1998).
177	JGM	Bucker et al., (2016)	Qual	In-depth interviews	<b>Antecedents:</b> Know-why, Know-how, Know-whom - <b>Dimensions:</b> CCA	✓		✓	Atheoretical
178	APJHR	Furusawa and Brewster, (2016)	Quan	Survey/MRA	<b>Antecedents:</b> Selection, Pre-departure trainings. Organizational support - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical

Table 2.A1 - continued

179	HRM	Kumarika et al., (2016)	LR	-	<b>Antecedents:</b> Psychological contract (parent and host companies) - <b>Dimensions:</b> Performance, Intention Turnover	✓	✓	✓	✓	Social Exchange Theory (Blau, 1964; Gouldner, 1960)
180	HR	Ramaswami et al., (2016)	Quan	Survey	<b>Antecedents:</b> Renumeration (relation between human capital and compensation building)	✓				Human Capital Theory (Becker, 1993)
181	ER	McNulty and De Cieri, (2016)	LR	-	<b>Dimensions:</b> Corporate ROI, Individual ROI				✓	Psychological Contract Theory (e.g., Pate and Scullion, 2010; Yan et al., 2002)
182	JMD	Pinto and Araujo, (2016)	Qual	Semi-structured interviews/Thematic content analysis	<b>Antecedents:</b> Interpersonal contacts, Organizational Contacts	✓	✓			Social Capital Theory (Bourdieu, 1985)
183	JGM	Denisi and Sonesh, (2016)	LR	-	<b>Antecedents:</b> CCA, Absorptive Capacity - <b>Dimensions:</b> Task performance, Relationship building, Contextual Performance, Retention	✓		✓	✓	Atheoretical
184	TIBR	Makela et al., (2016)	Quan	Survey	<b>Dimensions:</b> Salary development or Promotions				✓	Atheoretical
185	Book 10	Causin and Ngwenya, (2016)	Quan	Survey	<b>Dimensions:</b> Willingness to complete IA				✓	Atheoretical
186	HRDR	Greer and Stiles, (2016)	LR	-	<b>Dimensions:</b> CCA				✓	Atheoretical
187	JIBE	Selvanathan et al., (2016)	Quan	Survey	<b>Antecedents:</b> Selection, Training - <b>Dimensions:</b> Expatriate's success	✓	✓			Atheoretical
188	HRMJ	Forster, (2017)	Mix	Interviews - Survey	<b>Antecedents:</b> CCT - <b>Dimensions:</b> CCA	✓	✓			Atheoretical

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189	REEP	Roche, (2017)	LR	-	<b>Antecedents:</b> Expatriate selection criteria, Training, Teaching techniques, Family and social Support, Organisation's Support, Compensation	✓	✓			Atheoretical
190	JGM	Egilsson and Dolles, (2017)	Qual	Biographical narrative interviews	<b>Antecedents:</b> Strong mental composure (provided by social support and problem-focused coping strategies) - <b>Dimensions:</b> Performance, CCA	✓	✓	✓	✓	Atheoretical
191	Book 7	Tenzer and Schuster, (2017)	LR	-	<b>Antecedents:</b> Relational skills and abilities - <b>Dimensions:</b> Communication	✓		✓		Atheoretical
192	BJM	Silbiger et al., (2017)	Quan	Survey/CFA/SEM	<b>Dimensions:</b> Satisfaction, Intention to withdraw			✓	✓	✓ Regulatory Focus Theory (Higgins, 1997)
193	EMJ	Furnham, (2017)	Quan	Survey/ ANCOVA MANCOVA/ RA	<b>Antecedents:</b> Personality Characteristics (Less Neurotic, More Extraverted, Agreeable, Openness, Conscientiousness) - <b>Dimensions:</b> CCA	✓		✓		Atheoretical
194	IJSA	Salgado and Bastida, (2017)	Quan	Survey /SEA /BC	<b>Dimensions:</b> CCA, Performance, Intention of early returns			✓	✓	Atheoretical
195	IBR	Schmid and Wurster, (2017)	Quan	Survey/MRA	<b>Dimensions:</b> Shortest time to get promoted to the top after IAs			✓		✓ Human Capital Theory (Becker, 1993) and Elite Theory (e.g., Mills, 1956; Davis, 1994)
196	CCSM	Wang and Varma, (2018)	LR	-	<b>Antecedents:</b> HCNs' Support - <b>Dimensions:</b> CCA, Performance, Knowledge Transfer	✓		✓	✓	✓ Intergroup Contact Theory (Allport's ,1954)
197	HRMR	Kang and Shen, (2018)	LR	-	<b>Antecedents:</b> HCN's Support – <b>Dimensions:</b> Expatriate's Success	✓		✓		Atheoretical

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198	JGM	Baluku et al., (2018)	MA	-	<b>Antecedents:</b> Flexibility, Adaptability <b>Dimensions:</b> Mobility intentions	✓			Atheoretical
199	MEJM	Tahir and Ertek, (2018)	Qual	Semi-structured in-depth interviews	<b>Antecedents:</b> CCA (enhanced by CCT) – <b>Dimensions:</b> Performance	✓	✓		Atheoretical
200	JIEB	Cray et al., (2018)	Qual	Structured interviews/Content analysis	<b>Antecedents:</b> Social intelligence, EQ, CQ	✓			Atheoretical
201	JPA	Tsegaye et al., (2018)	Quan	Survey/SEM	<b>Antecedents:</b> Personal value, Environmental factors - <b>Dimensions:</b> Work engagement	✓	✓		Atheoretical
202	IJHRM	Dickmann and Cerdin, (2018)	Qual	In-depth interviews/Focus group	<b>Antecedents:</b> Know-why, Know-how, Know-whom	✓			Intelligent Career Theory (Arthur, Claman and DeFillippi, 1995)
203	MD	Lee, (2018)	Quan	Survey/SEM	<b>Antecedents:</b> Previous IAs - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical
204	SJM	Guttormsen et al., (2018)	Qual	In-depth interviews/Iterative hermeneutical approach	<b>Dimensions:</b> Performance, Career development, Life satisfaction		✓	✓	Atheoretical
205	ODJ	Davis et al., (2018)	LR	-	<b>Dimensions:</b> CCA, Performance, Withdrawal cognition		✓	✓	✓ Conservation of Resources Theory (Hobfoll, 1989)
206	JGM	Weisheit, (2018)	SLR	-	<b>Antecedents:</b> International Relocation Mobility Readiness (IRMR) - <b>Dimensions:</b> CCA, Satisfaction, Willingness to complete IA	✓	✓	✓	Atheoretical
207	PJMS	Bednarova et al., (2018)	Quan	Survey	<b>Antecedents:</b> Intercultural Knowledge - <b>Dimensions:</b> CCA	✓	✓		Atheoretical

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Table 2.A1 - continued

208	AJBER	Sokro and Moeti-Lysson, (2018)	Quan	Survey	<b>Antecedents:</b> HCN's Support - <b>Dimensions:</b> CCA, Expatriate's Success	✓	✓		Atheoretical
209	IJCCM	Bayraktar, (2019)	Qual	Digital diary method/ Rochester Interaction Record method/ Inductive content analysis	<b>Antecedents:</b> Social Support - <b>Dimensions:</b> CCA	✓	✓		Atheoretical
210	CDI	Janessari and Sullivan, (2019)	Quan	Survey/CFA	<b>Antecedents:</b> Career adaptability construct - <b>Dimensions:</b> CCA	✓	✓		Career Construction Theory (Savickas ,1997, 2005)
211	CCSM	France et al., (2019)	Mix	Semi-structured interviews/ FG - Survey/RA	<b>Antecedents:</b> Self-reflection, Cross-cultural awareness	✓			Atheoretical
212	MRR	Akhal andLiu, (2019)	Quan	Cross sectional surveys/ MLR	<b>Dimensions:</b> CCA, Performance		✓	✓	Atheoretical
213	JGM	Wan, (2019)	Qual	In-depth interviews /Asynchronous emailed interviews	<b>Antecedents:</b> Selection (Big Five personality traits of openness, conscientiousness, extraversion, agreeableness, and emotional stability), training (cultural diversity), Willingness for expatriation - <b>Dimensions:</b> Motivation	✓	✓	✓	Social Capital Theory (Bourdieu, 1985) and Social Learning Theory (Bandura, 1977)
214	TIBR	Van Bakel and Salzbrenner, (2019)	Mix	Podcast/ In-depth interviews - Survey	<b>Antecedents:</b> Motivation, POS, CCT - <b>Dimensions:</b> CCA	✓	✓	✓	Atheoretical

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Table 2.A1 - continued

215	ITJ	Hanke, (2019)	LR	-	<b>Antecedents:</b> Use of motivating language enhances expatriate's cross-cultural efficacy and intrinsic motivation - <b>Dimensions:</b> Expatriate's effectiveness	✓	✓	✓	Motivating Language Theory (Madlock and Sexton ,2015), Self Determination Theory (Deci and Ryan ,1985),and Self-Concordance Theory (Sheldon and Elliot , 1999)
216	RCIS	Lin et al., (2019)	Quan	Survey /LISREL model	<b>Antecedents:</b> CCA, Work Stress - <b>Dimensions:</b> Job involvement	✓	✓	✓	Atheoretical
217	JGM	Guttormsen and Francesco, (2019)	Quan	Survey/MANCO VA/ANOVA	<b>Dimensions:</b> CCA, Satisfaction, Willingness to complete IA		✓	✓	Atheoretical
218	HRMR	Van Der Laken et al., (2019)	MA	-	<b>Antecedents:</b> Social support - <b>Dimensions:</b> CCA (proximal), Commitment (proximal), Performance (long term), Retention (long term)	✓	✓	✓	✓ Social Exchange Theory (e.g., Gouldner, 1960; Kurtessis et al., 2017; Raabe & Beehr, 2003; Rousseau, 1989; Seers, 1989) and Anxiety/Uncertainty Management Theory (Gudykunst & Nishida, 2001)
219	IJHRM	Van Bakel, (2019)	LR	-	<b>Antecedents:</b> HCNs' and expatriates'' interactions - <b>Dimensions:</b> CCA, Performance	✓	✓	✓	Atheoretical
220	SABR	Harry et al., (2019)	Qual	Unstructured Interviews/ NVivo 9	<b>Dimensions:</b> [Objective] Number of promotions, Salary increases etc, / [Subjective] Personal judgement like career satisfaction		✓	✓	✓ Human Capital Theory (Becker, 1964) and Boundryless Career Theory(Arthur and Rousseau 1996)
221	SAJEMS	Webber and Vögel, (2019)	Quan	Survey	<b>Antecedents:</b> Preparation, Support and training of the spouse - <b>Dimensions:</b> CCA of the spouse, Satisfaction of the spouse	✓	✓	✓	Atheoretical

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Table 2.A1 - continued

222	IJOA	Wu et al., (2019)	Quan	Survey	<b>Antecedents:</b> Trust, Social capital, Knowledge sharing behaviour - <b>Dimensions:</b> Financial performance	✓	✓	✓	Atheoretical
223	IJEM	Blanco and Sastre Castillo, (2020)	Quan	HMR	<b>Antecedents:</b> Education, Training, Experience - <b>Dimensions:</b> Performance, Rewards	✓		✓	Human Capital Theory (Becker, 1975)
224	HRH	Alluhidan et al., (2020)	Qual	Case Study	<b>Antecedents:</b> Selection, Training		✓		Atheoretical
225	CP	Setti et al., (2020)	Quan	Survey/CFA	<b>Antecedents:</b> CCA (affected by CQ) - <b>Dimensions:</b> Performance	✓		✓	Atheoretical
226	JGM	Faeth and Kittler, (2020)	SLR	-	<b>Antecedents:</b> Certain skills, Right motivation to work in a hostile environment - <b>Dimensions:</b> CCA	✓		✓	Atheoretical
227	EBPJ	Zainol et al., (2020)	LR	-	<b>Antecedents:</b> Psychological comfort - <b>Dimensions:</b> CCA	✓		✓	Atheoretical
228	MRR	Pinto et al., (2020)	Quan	Survey	<b>Antecedents:</b> Confidence - <b>Dimensions:</b> CCA, Performance	✓		✓	Achievement Goal Theory (Kanfer et al., 2017) and Expectancy-Value Theory (Atkinson, 1964)
229	JIM	Dimitrova et al., (2020)	Quan	Survey/MRA	<b>Antecedents:</b> CCA (influenced by Cultural novelty, Supervisor's support, Job decision latitude) - <b>Dimensions:</b> Career satisfaction	✓		✓	Job Demands-Resources Theory (Demerouti et al., 2001)
230	CCSM	Vora and Kainzbauer, (2020)	Qual	In depth interviews /FG/NVIVO 10	<b>Antecedents:</b> Humanistic leadership style - <b>Dimensions:</b> Better Communication within the leader and the team	✓		✓	Humanistic Leadership Theory (e.g. Avolio et al., 2009; Dinh et al., 2014; House and Aditya, 1997; Zhu et al., 2019)
231	TIBR	Dang and Rammal, (2020)	LR	-	<b>Antecedents:</b> Interpersonal relationships between expatriates and HCNs, families of expats relationships in the host country - <b>Dimensions:</b> CCA		✓	✓	Family Systems Theory (Bowen, 1950)

Table 2.A1 - continued

232	JITC	Kim, (2020)	Quan	Survey	<b>Antecedents:</b> CCT (enhances CQ) - <b>Dimensions:</b> CCA	✓	✓	Transformative Learning Theory (Cranton, 1994-1996; Mezirow, 1991-1992-1996-1997), Connectionism Theory (Thorndike, 1910)	
233	Book 8	Froese and Peltokorpi, (2020)	Quan	Survey/ANOVA	<b>Dimensions:</b> CCA, Work Attitudes		✓	Conservation of Resources Theory (Hobfoll, 1989)	
234	MOR	Ren et al., (2020)	Quan	Survey	<b>Dimensions:</b> CCA, Performance, Commitment, Retention		✓	✓	Social Capital Theory of Career Success (Lin, 1999; Seibert et al., 2001) and Intelligence Theory (Sternberg, 1999; Sternberg & Detterman, 1986)
235	Book 8	Waxin and Brewster, (2020)	LR	-	<b>Dimensions:</b> [Objective] Number of promotions, Salary Increases etc / [Subjective] Personal Judgement like career satisfaction		✓	✓	Atheoretical
236	Book 8	Mello et al., (2020)	LR	-	<b>Dimensions:</b> [Objective] Number of promotions, Salary Increases etc / [Subjective] Personal Judgement like career satisfaction		✓	✓	Atheoretical
237	JGM THEM	Arokiasamy and Kim, (2020)	Quan	Survey	<b>Antecedents:</b> EQ, CQ - <b>Dimensions:</b> CCA	✓		✓	Atheoretical
238	IJM	Zhou, (2021)	Mix	Cases/Interviews/ Observation - Surveys /Harman's single-factor test /CFA /MRA	<b>Antecedents:</b> Psychological Contract of expats and MNCS		✓		Psychological Contract Theory (Rousseau, 1989)

Table 2.A1 - continued

239	JWB	Lazarova et al., (2021)	Quan	Survey/CFA/MLR	<b>Dimensions:</b> [Objective] Number of promotions, Salary Increases / [Subjective] Personal Judgement like career satisfaction							✓	✓	Conservation of Resources Theory (Hobfoll, 1989)				
240	JGM THEMR	Ray and Maheshwari, (2021)	Qual	Semi-structured interviews/ NVivo 8	<b>Antecedents:</b> Social Support from various domains (Community, Family and Work) – <b>Dimensions:</b> CCA- Success							✓	✓	Atheoretical				
241	EJTD	Tahir, (2021)	Qual	In-depth unstructured interviews/ NVivo Case Study/ Semi-structures interviews	<b>Antecedents:</b> Knowing the novel culture and business's norms in the subsidiary							✓		Atheoretical				
242	ECKM	Gradim et al., (2021)	Qual	In-depth unstructured interviews/ NVivo Case Study/ Semi-structures interviews	<b>Antecedents:</b> Selection, Knowledge Management								✓	Atheoretical				
243	IJHRM	David et al., (2021)	Quan	Survey/Bias-corrected bootstrapping	<b>Antecedents:</b> POS, FSOP, Organizational CQ, Gender - <b>Dimensions:</b> CCA, Commitment, Career Satisfaction, Community Embeddedness							✓	✓	✓	✓	✓	✓	Strategic Human Resource Management Theory (Wright & McMahan, 1992)
244	JGM THEMR	Dolce et al., (2021)	Qual	In-depth interviews	<b>Antecedents:</b> Organisational support (Financial support, Housing relocation assistance, Schooling support for children, Career counselling for partners), Pre-departure trainings - <b>Dimensions:</b> CCA								✓	✓	Gender Role Theory (Eagly, 1987) and Job Demands Resources (JD-R) model (Bakker and Demerouti, 2007)			
245	IJBSAM	Chan et al., (2021)	Quan	Survey/ANOVA/ PLS-SEM	<b>Antecedents:</b> POS, HCN's Support (Role Information/Social Support) - <b>Dimensions:</b> CCA							✓	✓	✓	Conservation of Resources Theory (Hobfoll, 1989)			
246	IJPE	Zhang et al., (2021)	Quan	Survey/DEA/SEM/DT	<b>Antecedents:</b> Selection (DT)								✓		Cultural Dimensions Theory (Hofstede, 1980, 2001)			

Table 2.A1 - continued

247	IJHRM	Marques et al., (2021)	Quan	Survey/PLS-SEM	<b>Antecedents:</b> Responsible leadership - <b>Dimensions:</b> CCA, Performance	✓	✓	✓			Responsible Leadership (Pless & Maak, 2012) and Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979) .		
248	IJEM	Bashir et al., (2021)	Quan	Survey/PLS-SEM	<b>Antecedents:</b> Psychological contract - <b>Dimensions:</b> CCA, Commitment, Intrinsic career success	✓	✓	✓	✓		Signaling Theory Spence (1973) and Motivation Theory (Maslow, 1943)		
249	JGM THEMR	Valk, (2021)	Qual	Interviews and self-reports/Kodani 1.2	<b>Antecedents:</b> Competencies, Knowledge, Skills, Abilities, Other characteristics - <b>Dimensions:</b> CCA, Completion of IA	✓		✓	✓	✓	Human Capital Theory (Becker ,1964,2002)		
						$\frac{122}{249}$	$\frac{63}{249}$	$\frac{80}{249}$	$\frac{156}{249}$	$\frac{17}{249}$	$\frac{112}{249}$	$\frac{31}{249}$	$\frac{82}{249}$

**Table 2. A2.** List of manuscripts explicitly defining expatriate success (*Authors 'own, 2023*).

SERIAL	SOURCE	AUTHORS (YEAR)	METHOD	DEFINITION OF EXPATRIATE'S SUCCESS (ES)	LEVELS	KEY TERMS	SPECIFIC TERMS REFERING TO SUCCESS	TYPE OF EXPATS	THEORY/IES EMPLOYED
1	NAEM	Aycan, (1997)	LR	...."Therefore, the two most critical criteria of "expatriate success" are adjustment and performance." The author links the acculturation process to the adjustment of the expatriate and highlights the importance of studying the process from the Individual and organisational levels.	Individual and organisational	Adjustment Performance	Expatriate success	OE	Social Exchange Theory (Homans, 1958), Vernon's Life Cycle Theory (Vernon, 1966), Social Learning Theory (Bandura, 1977), and Adaptation-Level Theory (Helson, 1964).
2	NAEM	Caligiuri, (1997)	Quan	The author suggests the following: the three most common criteria for evaluating expatriate success have been: (1) completion of the foreign assignment, (2) cross-cultural adjustment, and (3) performance on the foreign assignment.	Individual and organisational	Completion of the IA Adjustment Performance	Success in the IA	OE	Theory of Expatriate Performance, including contextual, managerial, technical, and expatriate-specific dimensions is proposed based on (Campbell, 1993).
3	LODJ	Jordan and Cartwright, (1998)	LR	.. "In expatriation, success can be defined as a successful cultural adjustment that leads to personal growth as much as it can be defined as high performance at work."	Individual and organisational	Adjustment Performance	Expatriate success	OE	Atheoretical

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Table 2.A2 - continued

4	HRM	Porter and Tansky, (1999)	LR	<p>"Success can be defined in many ways. Here we consider success to the organisation in terms of the expatriate achieving specific objectives. These objectives would often include some financial goals but might also be in the form of market share gain, introducing a new product or service, cycle time improvements, or quality objectives. Accomplishing the stated business objectives will require interaction with people in the host country, so it is unlikely to happen unless the manager assimilates. To avoid unnecessary expense, it is also crucial that the Individual complete the entire term of the assignment, which is more likely if both the employee and his/her family view the experience positively and have expectations for career benefit following the assignment. Although the assimilation, the endurance, the psychological factors, and the career expectations can be considered success outcomes in their own right (Gregersen, 1992), we regard all of these as contributing factors to whether the expatriate achieves assigned business objectives."</p>	Organisational	Completion of the IA Achieving organisational goals	Success in the IA	OE	Atheoretical
5	JM	Kraimer and Wayne, (2004)	Quan	<p>"Consistent with this converging view of expatriate success, we define success in terms of expatriate adjustment, commitment to the organisation, job performance, and intentions to complete the assignment."</p>	Individual and organisational	Adjustment Commitment to the organisation Performance Intention to complete IA	Expatriate success	OE	Atheoretical

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Table 2.A2 - continued

6	JTMD	Harcar and Harcar, (2004)	LR	In this study, expatriate women's success is defined with two variables, job withdrawal and work performance, which are affected by family issues and HR policies.	Organisational	Job withdrawal intentions Performance	Expatriate success	OE	Spillover Theory (Pleck, 1977)
7	CDI	Gabel et al., (2005)	Mix	..."Consequently, at the Individual level, the research reported here considers four success indicators: (1) cross-cultural adjustment, (2) performance evaluation, (3) complete a full term of the assignment, and (4) life satisfaction. "	Individual and organisational	Adjustment Performance Completion of the IA Life satisfaction	Success in the IA	OE	Atheoretical
8	SMR	Varner and Palmer, (2005)	LR	..."How effective is the expatriate during his/her stay? How long does the expatriate stay with the company after repatriation? What knowledge has the expatriate gained, and how is the company institutionalising and using that knowledge?"	Individual and organisational	Expatriate's effectiveness during the IA Expatriate's tenure after repatriation Expatriate's Knowledge gain Organisation's use of expatriate's gained knowledge	Expatriate success	Not Specified	Atheoretical
9	Book 6	Van Vianen et al., (2008)	LR	"Expatriates who remain in their assignments until the end of the term (attendance), meet the performance standards, and adjust to the new culture (satisfaction, well-being) are considered as the most successful ones".	Individual and organisational	Completion of IA Meeting performance standards Adjustment	Expatriate success	Not Specified	Atheoretical

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Table 2.A2 - continued

10	GBOE	McNulty, (2008)	Qual	The author proposes a definition and a method of ROI calculation using expatriates. In fact, in this article, 'expatriate ROI' is defined as "a calculation in which the financial and non-financial benefits to the firm are compared with the financial and non-financial costs of the international assignment, as appropriate to the assignment's purpose."	Organisational	Expatriate's ROI: financial and non-financial benefits to the firm vs the financial and non-financial costs incurred by the organisation	Expatriate success	OE	Atheoretical
11	HRM	Cerdin and Le Pargneux, (2009)	LR	"Individual success during expatriation and repatriation encompasses what we call career success, job success, and development success. We also propose to measure IA success at the organisational level during expatriation and repatriation by performance."	Individual and organisational	Career success Job success Development success Performance Retention of employees	Expatriate success Success in the IA	OE	Theory of Fit (e.g. Krista, 1996), Human Capital Theory (Becker, 1964) and Signal Theory (Spence, 1973)
12	IJHRM	Traavik and Richardsen, (2010)	Quan	Objective career success was defined by extrinsic, visible outcomes such as earnings or promotions, whereas subjective career success was defined by intrinsic outcomes such as career and job satisfaction.	Individual	Objective outcomes (earnings and promotions) Subjective outcomes (career and job satisfaction)	Career success	OE/SIE	Atheoretical
13	IJHRM	Pattie and Parks, (2011)	Quan	"... three outcomes that are critical measures of expatriate success: adjustment, turnover intentions, and expatriate performance."	Individual and organisational	Adjustment Turnover intentions Performance	Expatriate success	OE	Atheoretical
14	IJHRM	Hamori et al., (2011)	Quan	This paper focuses on the career success of expatriates and defines it as the shortest time to get promoted to the top.	Individual	Shortest time to get promoted to the top	Career success	OE	Human Capital Theory (Becker, 1964; Ng et al., 2005)

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Table 2.A2 - continued

15	AOM 2011	Cerdin and Dickmann, (2011)	Quan	The authors explored two success criteria from an Individual perspective: career satisfaction and job satisfaction. Moreover, from the organisational perspective, they evaluated the expatriate's intention to leave the organisation as a measure of IA success (failure).	Individual and organisational	Career satisfaction Job satisfaction Intention to leave the organisation	Success in the IA	OE	Person-Environment Fit Theory (e.g. Krista, 1996) and the Boundaryless Career Perspective (e.g. Arthur, & Rousseau, 1996).
16	TIBR	Van Bakel et al., (2011)	Quan	"It is therefore important to include both cross-cultural adjustment and performance in studies concentrating on the determinants of the success of international assignments."	Individual and organisational	Adjustment Performance	Success in the IA	Not Specified	Atheoretical
17	Book 11	Toh et al., (2012)	LR	.." If an expatriate assignment is truly successful, the expatriate should gain knowledge and experience, the HCN should gain knowledge and career capital, and the organisation should benefit both because of the successful transfer of information that motivated the assignment in the first place, but also from the career capital gained by all of its employees".	Individual, interpersonal and organisational	Expatriate's knowledge and experience gain HCN's knowledge and career capital gain Organisation's successful transfer of information	Expatriate success Expatriate failure	Not Specified	Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979) and Justice Theories (e.g., Blader & Tyler, 2009; Tyler & Lind, 1992; Smith & Tyler, 1996; Leonardelli and Toh, 2011)

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Table 2.A2 - continued

18	APBR	Lauring and Selmer, (2014)	Quan	"The evaluation of an IA (whether successful or failure) can be approached from two perspectives or two different levels. At the Individual level, the main concern is the expatriate. Expatriate retention, Individual performance or cross-cultural adjustment are some factors related on an Individual level (e.g., Caligiuri, 1997, 2000; Takeuchi et al., 2002). On the other hand, organisational perspectives are concerned with the effectiveness of the international human resources strategies practised in the organisation. Recruitment, selection, and compensation are some examples of these strategies and return investments."	Individual and organisational	Job Performance Desire to leave the assignment early Satisfaction	Success in the IA	OE	Atheoretical
19	SAJHRM	Valk et al., (2014)	Qual	".... this study will primarily deal with four basic variants: work adjustment, time to proficiency, job performance and job satisfaction."	Individual and organisational	Adjustment Time to proficiency Performance Job satisfaction	Expatriate success	SIE	Career Capital Theory (Arthur, Claman & DeFillippi, 1995; DeFillippi & Arthur,1994)
20	JGM	Canhilal et al., (2015)	Qual	This article defines an expatriate's success from the Individual perspective. Based on the female (India) expatriates interviewed for their career success, they consider having work-family balance, self-satisfaction and contribution to the family and home country society as the outcome of a successful career.	Individual and interpersonal	Work - family balance Self-satisfaction Contribution to the family and home country	Career success	SIE	Atheoretical

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Table 2.A2 - continued

21	IHRDM	Howe-Walsh et al., (2015)	LR	A successful expatriation is one where the individual performs effectively in a foreign country and remains for the planned duration and part of successful expatriation includes retaining the repatriate when they return to the home organisation.	Organisational	Performance Completion of the IA Repatriation	Success in the IA	Not Specified	Atheoretical
22	HRM	Kumarika et al., (2016)	LR	... "We base our choice of constructs on Harzing and Christensen (2004), who urge the use of the well-established HRM concepts of performance and turnover in evaluating expatriate success or failure."	Organisational	Performance Turnover intention	Expatriate success Expatriate failure	OE	Social Exchange Theory (Blau, 1964; Gouldner, 1960)
23	BJM	Silbiger et al., (2017)	Quan	... "Hence, the current study used withdrawal cognition and job satisfaction as expatriation success."	Individual and organisational	Job satisfaction Intention to withdraw	Success in the IA	Not Specified	Regulatory Focus Theory (Higgins, 1997)
24	IBR	Schmid and Wurster, (2017)	Quan	... "By using time to the top, we apply a recommended measure of career success as previously used in upper echelons research (Cappelli & Hamori, 2005; Sheridan et al., 1990)."	Individual	The shortest time to get promoted to the top after being on IAs	Career success	OE	Human Capital Theory (Becker, 1993) and Elite Theory (e.g., Mills, 1956; Davis, 1994)
25	ODJ	Davis et al., (2018)	LR	.. "Expatriate success is often evaluated in terms of expatriate adjustment, job performance, and withdrawal cognitions."	Individual and organisational	Adjustment Performance Withdrawal cognitions	Expatriate success	Not Specified	Conservation of Resources Theory (Hobfoll, 1989)

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Table 2.A2 - continued

26	HRMR	Van Der Laken et al., (2019)	MA	<p>.."We included four success criteria in order to balance between psychological processes and organizational outcomes: expatriates' adjustment, commitment, performance, and retention. We consider adjustment and commitment to be proximal outcomes as they constitute direct psychological responses to received social support. Performance and retention can be regarded as longer-term behavioral responses to social support and can thus be considered more distal criteria of success."</p>	Individual and organisational	Adjustment Commitment to the organisation Performance Retention	Expatriate success	OE/SIE	Social Exchange Theory (e.g., Gouldner, 1960; Kurtessis et al., 2017; Raabe & Beehr, 2003; Rousseau, 1989; Seers, 1989) and Anxiety/Uncertainty Management Theory (Gudykunst & Nishida, 2001)
27	SABR	Harry et al., (2019)	Qual	<p>.."The grouping of career success has been on two continuums. Firstly, career success is a subjective experience associated with psychological success and emphasises career satisfaction (Shaffer et al., 2012; Shortland, 2018) and job satisfaction (Hussain and Deery, 2018). Secondly, career success can also be framed as an objective reality, emphasising more on measurable outcomes such as job security, promotions, and salary (Egner 2013; Lee 2005; Zikic 2014)."</p>	Individual	Objective measures: Job security, Promotion and Salary Subjective measures: Career and job satisfaction	Career success	SIE	Human Capital Theory (Becker, 1964) and Boundryless Career Theory (Arthur and Rousseau 1996)

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**Table 2.A2 - continued**

28	Book 8	Waxin and Brewster, (2020)	LR	<p>.."Career success is defined as the accomplishment of desirable work-related outcomes at any point in a person's career ( Arthur et al., 2005 ). Career success consists of two dimensions (Ng, Eby, Sorensen, &amp; Feldman, 2005): Objective career success includes externally comparable or more tangible indicators of a person's career development, such as salary and promotions (Arthur et al., 2005); subjective career success refers to a person's internal reflection and evaluation and is often operationalised as career satisfaction (Nget al., 2005)"</p>	Individual	<p>Objective measures: Salary Promotions Subjective measures: Career satisfaction</p>	Career success	SIE	Atheoretical
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Table 2.A2 - continued

29	Book 8	Mello et al., (2020)	LR	<p>.."Empirical studies of expatriates define career success as the accomplishment of desirable, positive psychological or work-related outcomes as a result of international experiences accumulated over time (Holtbrügge &amp; Ambrosius, 2015; Ng, Eby, Sorensen, &amp; Feldman, 2005; Suutari et al., 2018). In the careers' literature, objective career success is defined as factors directly observable by others and measurable in a standardised way, such as salary or promotions (Arthur, Khapova, &amp; Wilderom, 2005; Gunz &amp; Heslin, 2005). Subjective career success is defined as the focal actor's evaluation and experience of achieving career outcomes meaningful to them personally (Ng et al., 2005; Seibert, 2006; Shockley, Ureksoy, Rodopman, Poteat, &amp; Dullaghan, 2016), typically measured as career satisfaction (Greenhaus, Parasuraman, &amp; Wormley, 1990; Seibert, Kraimer, Holtom, &amp; Pierotti, 2013) or perceived career success (Heslin, 2003; Turban &amp; Dougherty, 1994) and, more recently, as a multidimensional evaluation of career facets, such as growth and development, personal life, and authenticity (Shockley et al., 2016)."</p>	Individual	<p>Objective measures:                  Promotions                  Salaries                  Subjective measures:                  Career satisfaction                  Growth                  Development                  Personal Life                  Authenticity</p>	Career success	SIE	Atheoretical
30	JWB	Lazarova et al., (2021)	Quan	<p>.." Career satisfaction as a measure of career success."</p>	Individual	<p>Subjective measures:                  Career satisfaction</p>	Career success	OE	Conservation of Resources Theory (Hobfoll, 1989)

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**Table 2.A2 - continued**

31	JGM THEMR	Valk, (2021)	Qual	<p>..."Hence, we offer a definition of expatriate effectiveness and success that is more broad than these four criteria and the definitions of Bird et al. (2010), Ross (2011), drawing upon the contributions of aforementioned authors, namely the ability to work effectively and live contentedly abroad."</p>	Individual and organisational	Ability to work effectively and live contentedly	Expatriate success	Not Specified	Human Capital Theory (Becker, 1964,2002)
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**Table 2.A3.** List of Acronyms (*Authors 'own, 2023*).

<b>Journals</b>	
<b>Academy of Management Executive</b>	AME
<b>African Journal of Business and Economic Research</b>	AJBER
<b>African Journal of Business Management</b>	AJBM
<b>Asia Pacific Business Review</b>	APBR
<b>Asia Pacific Journal of Human Resources</b>	APJHR
<b>Australian Journal of Construction Economics and Building</b>	AJCEB
<b>Brazilian Administration Review</b>	BAR
<b>British Journal of Management</b>	BJM
<b>Career Development International</b>	CDI
<b>Clothing and Textiles Research Journal</b>	CTRJ
<b>Commercial Education Research</b>	CER
<b>Competitiveness Review: An International Business Journal</b>	CRIBJ
<b>Cross Cultural &amp; Strategic Management</b>	CCSM
<b>Cross Cultural Management: An International Journal</b>	CCMIJ
<b>Current Psychology</b>	CP
<b>Employee Relations</b>	ER
<b>Environmental Behavior Proceeding Journal</b>	EBPJ
<b>European Journal of International Management</b>	EJIM
<b>European Journal of Personality</b>	EJP
<b>European Journal of Training and Development</b>	EJTD
<b>European Management Journal</b>	EMJ
<b>Global Business and Organizational Excellence</b>	GBOE
<b>Human Relations</b>	HR
<b>Human Resource Development Review</b>	HRDR
<b>Human Resource for Health</b>	HMH
<b>Human Resource Management</b>	HRM
<b>Human Resource Management Journal</b>	HRMJ
<b>Human Resource Management Review</b>	HRMR
<b>Industrial Management</b>	IM
<b>Industrial Management &amp; Data Systems</b>	IMDS
<b>International Business Review</b>	IBR
<b>International Education Journal</b>	IEJ
<b>International Journal of Business Science and Applied Management</b>	IJB SAM
<b>International Journal of Commerce and Management</b>	IJCM
<b>International Journal of Contemporary Hospitality Management</b>	IJCHM
<b>International Journal of Cross-Cultural Management</b>	IJCCM
<b>International Journal of Emerging Markets</b>	IJEM
<b>International Journal of Foresight and Innovation Policy</b>	IJFIP

Table 2.A3 - *continued*

<b>International Journal of Hospitality Management</b>	IJHM
<b>International Journal of Human Resource Development and Management</b>	IJHRDM
<b>International Journal of Human Resource Management</b>	IJHRM
<b>International Journal of Intercultural Relations</b>	IJIR
<b>International Journal of Lifelong Education</b>	IJLE
<b>International Journal of Management Reviews</b>	IJMR
<b>International Journal of Manpower</b>	IJM
<b>International Journal of Organizational Analysis</b>	IJOA
<b>International Journal of Production Economics</b>	IJPE
<b>International Journal of Retail &amp; Distribution Management</b>	IJRDM
<b>International Journal of Selection and Assessment</b>	IJSA
<b>International Journal of Training and Development</b>	IJTD
<b>International Journal of Value-Based Management</b>	IJVBM
<b>International Trade Journal</b>	ITJ
<b>Journal of Chemical and Pharmaceutical Sciences</b>	JCPS
<b>Journal of Chinese Human Resource Management</b>	JCHRM
<b>Journal of Counseling Psychology</b>	JCP
<b>Journal of Cross-Cultural Psychology</b>	JCCP
<b>Journal of European Industrial Training</b>	JEIT
<b>Journal of Global Mobility</b>	JGM
<b>Journal of Global Mobility: The Home of Expatriate Management Research</b>	JGM THEMR
<b>Journal of International Business and Economics</b>	JIBE
<b>Journal of International Business Studies</b>	JIBS
<b>Journal of International Education in Business</b>	JIEB
<b>Journal of International Management</b>	JIM
<b>Journal of International Trade &amp; Commerce</b>	JITC
<b>Journal of Management</b>	JM
<b>Journal of Management Development</b>	JMD
<b>Journal of Managerial Psychology</b>	JMP
<b>Journal of Organizational Behavior</b>	JOB
<b>Journal of Psychology in Africa</b>	JPA
<b>Journal of Spatial and Organizational Dynamics</b>	JSOD
<b>Journal of the Textile Institute</b>	JTI
<b>Journal of Transnational Management Development</b>	JTMD
<b>Journal of World Business</b>	JWB
<b>Korean Social Science Journal</b>	KSSJ
<b>Leadership &amp; Organization Development Journal</b>	LODJ
<b>Leadership Quarterly</b>	LQ
<b>Management and Organization Review</b>	MOR
<b>Management Decision</b>	MD

**Table 2.A3 - continued**

<b>Management Research Review</b>	MRR
<b>Middle East Journal of Management</b>	MEJM
<b>New Approaches to Employee Management</b>	NAEM
<b>Organization Development Journal</b>	ODJ
<b>Personnel Psychology</b>	PP
<b>Personnel Review</b>	PR
<b>Polish Journal of Management Studies</b>	PJMS
<b>Purushartha: A Journal of Management Ethics and Spirituality</b>	PJMES
<b>Revista de Cercetare si Interventie Sociala</b>	RCIS
<b>RURAL. ENVIRONMENT. EDUCATION. PERSONALITY</b>	REEP
<b>Scandinavian Journal of Management</b>	SJM
<b>Singapore Management Review</b>	SMR
<b>Sloan Management Review</b>	SLMR
<b>Social and Behavioral Sciences</b>	SBS
<b>Social Behavior and Personality</b>	SBP
<b>South African Journal of Economic and Management Sciences</b>	SAJEMS
<b>South Asian Journal of Human Resources Management</b>	SAJHR
	M
<b>Southern African Business Review</b>	SABR
<b>The International Journal of Human Resource Management</b>	IJHRM
<b>The Journal of Corporate Accounting and Finance</b>	JCAF
<b>The Qualitative Report</b>	TQR
<b>Thunderbird International Business Review</b>	TIBR
<b>Training &amp; Development Journal</b>	DJ
<b>Women in Management Review</b>	WMR
<b>World Applied Sciences Journal</b>	WASJ
<b>Zeitschrift für Sozialpsychologie (Journal of Social psychology)</b>	JSP
<b>Proceedings</b>	
<b>Academy of Management 2011 Annual Meeting - West Meets East: Enlightening. Balancing. Transcending</b>	AOM 2011
<b>European Conference on Knowledge Management (pp. 931-XIX). Academic Conferences International Limited</b>	ECKM
<b>Proceedings of the 9th International Conference on System of Systems Engineering Australia, 2014</b>	SOSE
<b>Proceedings of the 26th Annual Conference Association of Researchers in Construction Management</b>	ARCOM 2010
<b>Proceedings of RICS Construction and Property Conference</b>	COBRA 2011
<b>The First International Symposium on Business Cooperation and Development in South-East and South Asia under B&amp;R Initiative</b>	ISBCD- 16
<b>3rd International Seminar and Conference on Learning Organization (ISCLO 2015)</b>	ISCLO 2015

Table 2.A3 - continued

<b>Books</b>	
<b>International Human Resources Management Challenges and Changes</b>	Book 1
<b>The Routledge Companion to International Business Coaching</b>	Book 2
<b>Challenges of Human Resource Management in Japan</b>	Book 3
<b>Work and Family Interface in the International Career Context</b>	Book 4
<b>New Approaches to Employee Management, Vol. 4. Expatriate Management: Theory and Research</b>	Book 5
<b>The Blackwell Handbook of Personnel Selection</b>	Book 6
<b>Expatriate Management: Transatlantic Dialogues</b>	Book 7
<b>Self-Initiated Expatriates in Context: Recognising Space, Time and Institutions</b>	Book 8
<b>Expert Systems with Applications</b>	Book 9
<b>Handbook of Research on Global Hospitality and Tourism Management</b>	Book 10
<b>The Oxford Handbook of Organizational Socialization</b>	Book 11
<b>Managing Performance Abroad: A New Model for Understanding Expatriate Adjustment. Routledge Studies in Human Resource Development</b>	Book 12

<b>Terms</b>	
Structural Equation Modelling	SEM
Bivariate Correlation	BC
Confirmatory Factor Analysis	CFA
Correlation Matrix	CM
Correlational Analysis	CA
Cross-Cultural Adjustment	CAA
Cultural Intelligence	CQ
Data Envelopment Analysis	DEA
Decision Tree	DT
Emotional Intelligence	EQ
Factor Analysis	FA
Family Supportive Work Perception	FSOP
Focus Groups	FG
Harman Single Factor	HSF
Hierarchical Multiple Regressions	HMR
Hierarchical Regression Analysis	HRA
International Assignment	IA
Linear Structural Relation Model	LISREL Model
Multidimensional Personality Questionnaire	MPQ
Multiple Linear Regression	MLR
Multiple Regression Analysis	MRA
Multivariate Analyses Of Covariance	MANCOVA

*Chapter 2. What does expatriate success mean?*

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**Table 2.A3 – continued**

Organisational expatriate	OE
Once-Way Analyses Of Variance	ANOVA
Ordinary Least Squares	OLS
Parallel Analysis	PA
Partial Least Squares Structural Equation Modelling	PLS-SEM
Perceived Organisational Support	POS
Regression Analysis	RA
Self-initiated expatriate	SIE
Structural Equation Analysis	SEA
The Revised Neo Personality Inventory	NEO-PI-R
The Hogan Personality Inventory	HPI
Women As Managers Scale	WAMS



**Chapter 3**  
**Self-Initiated Expatriate nurses in Kuwait: The positive role of psychological capital in facilitating their adjustment and performance**

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### **Chapter 3. Self-Initiated Expatriate nurses in Kuwait: The positive role of psychological capital in facilitating their adjustment and performance**

Empirical study

**Self-Initiated Expatriate nurses in Kuwait: The positive role of psychological capital in facilitating their adjustment and performance**

Under Review in Journal of Nursing Management

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#### **3.1. Introduction**

The World Health Organization (WHO) predicts that by 2030, there will be a need for 9 million additional nurses and midwives to support global healthcare systems due to the widespread shortage of nursing professionals (WHO, 2022). This scarcity is due to a limited pool of nurses in the general labour market and nurses who choose to pursue opportunities abroad. Approximately 3.7 million nurses, equivalent to one in eight, currently work in a country different from their birth country or training location (WHO, 2020). However, this shortage is also due to the complex nature of effective nurses' management, primarily due to the nature of the job, leading to burnout syndrome commonly associated with emotional exhaustion and increased intention to leave (Hart et al., 2014). This nurse shortage challenges health organizations and the remaining nurses in developed countries (Lowman & Harms, 2022). Moreover, significant challenges exist regarding nurses' training, development, and retention (Hart et al., 2014). Recent research has delved into optimizing human resource (HR) practices of healthcare organizations to improve nurses' well-being and success (Abdullatif Ibrahim, 2024). However, one area notably overlooked related to the highlighted nurse workforce crisis is the success of self-initiated expatriate nurses (SIE). Unlike organizational expatriates (OEs) sent abroad by their employers, SIE nurses relocate independently abroad for employment and career advancement (Tharenou, 2015). SIE nurses are becoming increasingly essential for sustaining health systems in developed countries, highlighting the importance of investigating the factors that foster their perceived success while reducing turnover intentions (Davies et al., 2019). This research addresses this global issue and responds to recent calls (Lowman & Harms, 2022).

So far, and in contrast to the wealth of research concerning OEs' success (Bjerregaard, 2014; El Amine and Cascón-Pereira, 2024), the expatriate literature has only recently begun to discuss the overall career success of SIEs (see, e.g., Mello et al., 2023; Pinto et al., 2020). Despite the importance of SIE success, as in the case of the nurse workforce crisis, fewer studies have specifically defined it (Andresen et al., 2018; Brewster et al., 2014). Furthermore, extant research on SIEs' success has equated adjustment to success and has overlooked a critical dimension: performance (Brewster et al., 2021; McNulty & Brewster, 2019). Furthermore, SIE studies on success, as opposed to OE, do not thoroughly discuss the different psychological and motivational factors that contribute to or hinder the success of SIEs. In contrast, the impact of motivation on adjustment and performance has been explored in OEs (Varma et al., 2011).

Despite the considerable amount of research on SIE adjustment and motives, it is still necessary to understand the effect of these on SIEs' performance (McNulty & Brewster, 2019) and the connection between motives, adjustment, and performance (Pinto et al., 2020). Therefore, there remains a challenge in understanding SIE success and its antecedents (Brewster et al., 2021) and in measuring it (Selmer & Luring, 2011) comprehensively. Similarly, psychological factors such as resilience (Davies et al., 2019), self-efficacy (Osman-Gani & Rockstuhl, 2009) and optimism (Jassawalla et al., 2004), which are subdimensions of psychological capital (PsyCap; Luthans et al., 2007), have been investigated regarding expatriate adjustment. PsyCap, defined as "the individual's positive psychological state of development" (Luthans et al., 2007, p. 3), encompasses hope, self-efficacy, resilience, and optimism (Luthans & Youssef-Morgan, 2017). It significantly impacts workplace success, motivating individuals and enhancing job performance (Avey et al., 2011; Choi & Lee, 2014; Peterson et al., 2011). Furthermore, many studies have shown that promoting resilience and psychological flexibility can boost well-being and increase nurse retention rates (Mealer et al., 2012; Wei et al., 2019). Other research on domestic nurses shows that PsyCap has a negative correlation with nurses' psychological distress and turnover intention (Xiao et al., 2022). However, this previous research did not explore how these subdimensions of PsyCap (hope, self-efficacy, resilience and optimism) together as a second-order construct can shape expatriate adjustment and performance as it does with domestic employees, thereby limiting our understanding of their combined effects as a core construct, on SIEs' motivations, adjustment, and performance (Davis et al., 2018).

In response to these identified research gaps and calls (Brewster et al., 2021; Davis et al., 2018), our study theoretically contributes to the literature on nursing management with a particular focus on the overlooked area of expatriate nurses. By addressing the understudied dimension of the performance of SIEs in relation to their success, we empirically examine the overall impact of PsyCap and motivation on the adjustment and performance of 149 SIE nurses working in a private hospital in Kuwait. Notably, Kuwait's health sector is composed of 96% of SIE nurses (CSB-Kuwait, 2022a). Specifically, drawing on psychological and motivational theories, we test a set of hypotheses explained in the following subsection. Furthermore, our study has important practical implications for retaining SIE nurses and preventing their turnover, thus addressing the nurse workforce crises and making sustainable health systems such as Kuwait, which rely heavily on expatriates.

### **3.2. Theoretical Background and Hypotheses**

Psychological theories, notably the Conservation of Resources (COR) theory (Hobfoll, 1988), are underutilized in understanding SIE success at the individual level (El Amine & Cascon-Pereira, 2024). Although COR theory explains how individuals strive to acquire, retain, and safeguard resources from their environments to cope with stress (Hobfoll, 2002), its application to SIEs' success remains limited. Some studies have applied COR to assess overall career success (Mello et al., 2023); however, its application to SIEs' success in their foreign endeavours is limited. SIEs, lacking organizational support enjoyed by OEs, tend to experience more stress (Andresen et al., 2020). According to COR theory, this stress arises from perceived resource loss or uncertain returns of their resource investment in the new host environment. On the contrary, some environments enable SIEs to acquire new resources. Moreover, drawing on COR's concept of resource caravans highlighting resource interconnectivity (Hobfoll, 2002), positive interactions between PsyCap and motivation, both crucial personal resources, may synergistically facilitate SIE adjustment and performance. Furthermore, self-determination theory (SDT) (Ryan & Deci, 2000) explains how various SIEs' motives impact adjustment, performance, and overall success. Research indicates that autonomous motivation correlates with optimal employee performance, fostering increased effort, persistence, job performance, prosocial behaviours, and positive psychological well-being, including successful adjustment (Harvey et al., 2001). Conversely, controlled motivation yields less favourable outcomes (Ryan & Deci, 2000).

### 3.2.1. SIEs' Motivation, Adjustment, and Performance: Hypotheses Development

SIEs differ from OEs in their motivations to work abroad (Thorn, 2009) and in how these motivations impact outcomes, particularly in terms of adjustment and performance. For instance, some SIEs choose expatriation not only based on personal conviction or foreign job appeal but also as a response to unfavourable employment conditions at home (Suutari & Brewster, 2000). Similar patterns emerge in nursing research, where both internal motivational factors and external hygiene factors significantly improve workplace motivation, fostering high-quality performance, meaningful work, and job satisfaction and reducing absenteeism and turnover (Hörberg et al., 2023).

Thus, we propose that:

H1a: The more motivated the SIEs are, the better their adjustment will be.

H1b: The more motivated the SIEs are, the better their performance.

Some research suggests that the more adjusted SIEs are, the more successful they are in their mission (Nolan & Morley, 2014). However, they overlook the dimension of performance on success. Inadequate adjustment among expatriates induces stress and reduces work performance (Kraimer et al., 2001), while sufficient adjustment fosters a positive attitude and enhances performance (Kraimer et al., 2001; Setti et al., 2022). Therefore, we hypothesize that:

H2: The more adjusted the SIEs are, the better their performance will be.

### 3.2.2. SIEs' Psychological Capital (PsyCap), Adjustment, and Performance: Hypotheses Development

While some authors conceptually propose PsyCap's importance in enhancing expatriate success (Davis et al., 2018), there is no empirical support for this second-order construct. However, previous empirical studies on PsyCap's subconstructs on expatriates have revealed positive links between adjustment and resilience (Davies et al., 2019), self-efficacy (Osman-Gani & Rockstuhl, 2009), and optimism (Jassawalla et al., 2004).

Consequently, we propose the following:

H3a: PsyCap is positively associated with SIE motivation.

H3b: PsyCap is positively associated with SIE adjustment.

H3c: PsyCap is positively associated with SIE performance.

Based on CORs' resource caravans (Wright & Hobfoll, 2004), PsyCap and motivation may act synergistically to produce positive outcomes such as SIE performance. Therefore, we predict that:

H4: Motivation mediates the relationship between PsyCap and SIE performance.

### **3.3. Methods**

#### *3.3.1. Study Context*

Two-thirds of Kuwait's citizens are expatriates (ADBI, OECD, & ILO, 2023). In 2022, 71% of migrant workers were from less wealthy Asian countries. Kuwait has a high HDI of 0.831, making it a developed country (Sievenneck et al., 2022). However, the lack of skilled Kuwaiti workers jeopardizes long-term economic growth, leading to heavy dependence on expatriates, especially in the private sector (95%) (CSB-Kuwait, 2022b). The healthcare sector saw significant growth in non-Kuwaiti nurses, with 9,791 foreign nurses employed in private hospitals in 2021, up from 4,216 in 2010 (CSB-Kuwait, 2023). Of 32,377 registered nurses in 2021, only 1,200 were Kuwaiti, with 103 employed in private hospitals. Overall, Kuwait is an appropriate context for studying the role of PsyCap and motivation in facilitating SIE nurses' adjustment and performance.

#### *3.3.2. Sample and Procedures*

We conducted an online survey from May to July 2022 with the help of the Director of Human Resources at a prominent private hospital, focusing on nurses. We recorded 257 responses, 149 were complete (response rate of 57.97%). Most respondents were 35 to 44 years old (49.7%), with 85.9% having a bachelor's degree, 7.4% having a master's degree, and 6.7% having a vocational qualification. 77.9% were women, which is consistent with Kuwaiti and global nursing statistics (WHO, 2020). The respondents originated from India (51%), the Philippines (22.8%), Egypt (8.7%), Lebanon (7.4%), Jordan (6%), Syria (1.3%), Armenia (0.7%), Canada (0.7%), Indonesia (0.7%) and Sudan (0.7%), reflecting the broader context where 58% of expatriates in Kuwait are from Asia (ADBI, OECD & ILO, 2023).

### 3.3.3. Measures

#### 3.3.3.1 Independent Variables

##### *PsyCap*

PsyCap was measured using a 24-item self-reported PsyCap Questionnaire (PCQ) from Luthans et al. (2007) and operationalized as a second-order construct that includes four first-order subscales: self-efficacy (e.g., I feel confident in analyzing a long-term problem to find a solution), hope (e.g., at the present time, I am energetically pursuing my work goals), optimism (e.g., at work, I always find that every problem has a solution), and resilience (e.g., I usually manage difficulties one way or another at work). Respondents indicated their level of (dis)agreement on a seven-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (7).

##### *Motivation*

We measured motivation with the Multidimensional Work Motivation Scale (MWMS) of Gagné et al. (2015) based on SDT. We operationalized it as a second-order construct including six first-order subscales (19 items): extrinsic regulation-social (e.g., To get others' approval (e.g., supervisor, colleagues, family)), extrinsic regulation-material (e.g., Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor)), introjected regulation (e.g., Because I have to prove to myself that I can), identified regulation (e.g., Because I personally consider it important to put efforts in this job), intrinsic motivation (e.g., Because what I do in my work is exciting), and amotivation (e.g., I don't, because I really feel that I'm wasting my time at work). Respondents indicated their level of (dis)agreement on a seven-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (7).

#### 3.3.3.1 Dependent Variables

##### *Cross-cultural adjustment (CCA)*

We measured CCA with Black's 14-item (1988) scale operationalized as a second-order construct that includes three first-order facets of adjustment: general, which covers aspects like living conditions, housing, and food (e.g., Living conditions in general); interactional, which evaluates socialization with host country nationals (HCNs) (e.g., Interacting with (HCNs) on

aday-to-day basis), and work which examines adaptation to new role demands (e.g., Performance standards and expectations). Respondents rated their adjustment level on a seven-point Likert scale ranging from "completely unadjusted" (1) to "completely adjusted" (7).

### *Performance*

The Individual Work Performance Questionnaire (IWPQ) measured performance (Koopmans et al., 2014) and was operationalized as a second-order construct that includes four first-order subscales: task performance involves aspects like work quality, quantity, job skills, and knowledge (for example, I managed to plan my work so that it was done on time); contextual performance relates to behaviors that contribute to the organizational and social environment, including teamwork and cooperation (for example, communication with others led to the desired result); adaptive performance focuses on how individuals adapt to changing work roles and environments (for example, I recovered fast, after difficult situations or setbacks at work); and counter-productive performance are those behaviors that harm the organization, such as absenteeism and deviating from tasks (for example, I purposely left my work so that someone else had to finish it). Responses were rated from "never" (1) to "always" (5), except for the first two items of task performance, which were rated from "insufficient" (1) to "very good" (5). Please refer to Table 3.A1 in 3.8 Appendix for details of the scale items.

## **3.4. Results**

We used structural equation modelling (SEM) using SmartPLS 4 software (Ringle et al., 2022) to examine the relationships between variables. SEM makes it possible to estimate complex relationships between latent variables and observed indicators and provide a comprehensive theoretical understanding. PLS-SEM is particularly well suited to our research due to the inclusion of latent variables with a substantial number of indicators and our limited sample size, characterized by nonnormal distribution. Furthermore, two of the constructs in our model, motivation and performance, were modelled as second-order formative constructs, so classic covariance-based structural equation modelling cannot be used to estimate the model (Hair et al., 2019). The other two constructs, PsyCap and CCA, were modeled as second-order reflective constructs. The disjoint two-stage approach added second-order constructs to the

model (Sarstedt et al., 2019). We established the statistical significance of weights and loadings with 5,000 samples (Hair et al., 2022).

#### *3.4.1. Measurement Validation*

To assess the reliability of the measurement model and the convergent validity, for reflective constructs, the loadings should be significant and higher than 0.70 (Hair et al. 2011), the composite reliability coefficient (CR) should also be higher than 0.70, and the average variance extracted (AVE) higher than 0.50 (Hair et al., 2022). Table A2 in 3.8 Appendix shows that we meet these criteria, and since CR and AVE were above the threshold, there was no need to remove the few indicators that loaded in the range of 0.50-0.70 (Rasoolimanesh et al., 2017). Two criteria were used to check discriminant validity (see Table 3.1). Firstly, Fornell and Larcker's (1981) criterion compares the square root of the AVE values with the correlations between the latent variables, where each square root of the AVE of a latent variable should be higher than each correlation in which that latent variable is involved. The implicit idea is that a construct should share more variance with its indicators than with any other construct. Second, the heterotrait-monotrait ratio (HTMT) proposed by Henseler et al. (2015) was used with an upper limit of 0.90 as the (higher values would lead to a lack of discriminant validity). For formative constructs, the weight loading criterion was applied to keep or delete formative indicators (Hair et al., 2022) after collinearity problems had been discarded (Table 3.A2 in 3.8 Appendix).

#### *3.4.2. Model Fit*

While researchers have suggested different model fit measures for PLS-SEM, their effectiveness in detecting misspecified models is significantly constrained. Consequently, researchers employing PLS-SEM resort to alternative measures evaluating the model's predictive abilities in both in-sample and out-of-sample scenarios to assess the model's overall quality (Hair et al., 2022).

**Table 3.1.1.** Discriminant validity

Construct level	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19	
<b>1st order factors</b>																				
F1. Adaptive	<b>0.79</b>	0.19	0.25	0.81	0.16	0.07	0.13	0.65	0.28	0.33	0.34	0.26	0.52	0.61	0.37	0.71	0.27			
F2. Amotivation	-	<b>0.87</b>	0.49	0.20	0.22	0.28	0.14	0.25	0.38	0.12	0.16	0.31	0.16	0.11	0.21	0.28	0.08			
F3. CWB	-	0.46	<b>0.79</b>	0.22	0.13	0.11	0.18	0.38	0.29	0.15	0.13	0.34	0.32	0.33	0.25	0.27	0.16			
F4.	0.23	-	-	<b>0.65</b>	0.20	0.10	0.14	0.54	0.39	0.34	0.36	0.39	0.43	0.53	0.46	0.74	0.24			
Contextual	0.16	0.20	-	-	<b>0.92</b>	0.60	0.12	0.11	0.16	0.08	0.18	0.26	0.20	0.14	0.29	0.10	0.07			
F5.	0.19	0.09	0.09	-	0.06	-	-	-	-	-	-	-	-	-	-	-	-			
ExtMaterial	0.14	-	-	0.06	-	-	-	-	-	-	-	-	-	-	-	-	-			
F6.	0.01	0.23	0.08	-	0.50	<b>0.88</b>	0.16	0.12	0.09	0.10	0.15	0.08	0.16	0.07	0.31	0.10	0.15			
ExtSocial	-	-	-	0.03	-	-	-	-	-	-	-	-	-	-	-	-	-			
F7. General	0.11	-	-	0.11	-	0.12	<b>0.77</b>	0.14	0.17	0.59	0.12	0.10	0.26	0.20	0.18	0.17	0.82			
F8. Hope	0.59	0.12	0.16	-	0.06	-	0.09	<b>0.83</b>	0.46	0.26	0.47	0.41	0.83	0.89	0.67	0.60	0.25			
F9.	0.25	-	-	0.36	0.13	0.08	0.15	0.41	<b>0.91</b>	0.14	0.66	0.83	0.44	0.37	0.46	0.45	0.13			
IdentifiedRe	0.30	0.33	0.27	-	0.33	-	0.09	0.51	0.24	0.13	<b>0.86</b>	0.12	0.19	0.17	0.35	0.26	0.65			
F10.	-	-	-	0.33	0.09	0.11	0.09	0.43	0.57	0.09	<b>0.82</b>	0.53	0.46	0.33	0.43	0.41	0.14			
Interactive	0.32	0.11	0.13	-	0.06	-	-	-	-	-	-	-	-	-	-	-	-			
F11.	-	-	-	0.33	0.09	0.11	0.09	0.43	0.57	0.09	<b>0.82</b>	0.53	0.46	0.33	0.43	0.41	0.14			
Intrinsic	0.25	0.11	0.12	-	0.36	0.18	0.05	0.40	0.75	0.09	0.47	<b>0.77</b>	0.43	0.40	0.40	0.39	0.05			
F12.	-	-	-	0.36	0.13	0.13	0.21	0.66	0.34	0.16	0.35	0.32	<b>0.77</b>	0.91	0.66	0.44	0.33			
Introjected	0.41	0.29	0.35	-	0.35	0.13	0.13	0.21	0.66	0.34	0.16	0.35	0.32	<b>0.77</b>	0.91	0.66	0.44	0.33		
F13.	-	-	-	0.37	0.01	0.02	0.13	0.59	0.25	0.12	0.22	0.28	0.52	<b>0.71</b>	0.68	0.68	0.33			
Optimism	0.43	0.12	0.25	-	0.37	0.01	0.02	0.13	0.59	0.25	0.12	0.22	0.28	<b>0.71</b>	0.68	0.68	0.33			
F14.	-	-	-	0.43	0.20	0.22	0.16	0.60	0.41	0.31	0.38	0.38	0.53	0.46	<b>0.74</b>	0.50	0.32			
Resilience	0.34	0.06	0.23	-	0.43	0.20	0.22	0.16	0.60	0.41	0.31	0.38	0.53	0.46	<b>0.74</b>	0.50	0.32			
F15. Self-Efficacy	0.60	0.19	0.22	-	0.64	-	0.02	0.12	0.52	0.40	0.21	0.36	0.37	0.42	0.43	<b>0.64</b>	0.22			
F16. Task	-	-	-	0.64	-	-	-	-	-	-	-	-	-	-	-	-	-			
F17. Work	0.24	0.25	0.23	-	0.23	0.04	0.14	0.70	0.23	0.11	0.58	0.13	0.04	0.27	0.23	0.30	0.19	<b>0.89</b>		
F18. Adjustm ent	0.06	0.06	0.14	-	0.05	-	-	-	-	-	-	-	-	-	-	-	-	<b>0.854</b>	0.357	
F19. PsyCap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.305	<b>0.818</b>	

Note: Diagonal, AVE square root; Upper triangle HTMT ratios; Lower triangle: Latent variable correlations

Note: Performance and motivation do not appear in the table as they are formative constructs

Focusing solely on metrics to measure a model's explanatory power can be problematic. An explanatory model that fits well might not accurately predict new data, which limits its practical value (Shmueli, 2010). In response to this shortcoming, Shmueli and colleagues (2016) developed the "PLSPredict" method, which generates predictions in new cases and is more able than traditional metrics such as R<sup>2</sup> and Q<sup>2</sup> to assess a model's predictive power in both in-samples and out-of-samples. According to Shmueli et al. (2016), a positive Q<sup>2</sup> prediction score indicates that the PLS path model prediction error is lower than a basic benchmark error. However, this Q<sup>2</sup> approach is simplistic as it does not consider the input information that the PLS model provides. Consequently, they propose an alternative benchmark using a linear regression model (LM), which predicts manifest variables based on exogenous latent variables without the specific model structure, contrasting with PLS-SEM-based predictions considering the whole model structure. Researchers expect the PLS-SEM predictions (root mean squared error [RMSE] or mean absolute error [MAE]) to perform better than the LM benchmark and demonstrate improved predictive power. Table 3.2 shows the results of applying one of these criteria (PLSPredict) to establish the predictive relevance of the model. 9 of the 13 indicators have PLS-SEM < LM, indicating medium predictive power (Shmueli, 2016).

**Table 3.2.** PLSPredict Assessment of Manifest Variables

Item	PLS-SEM		LM	PLS-SEM - LM
	RMSE	Q <sup>2</sup> Predict	RMSE	RMSE
<b>General</b>	0.996	0.019	1.017	-0.021
<b>Interactive</b>	0.975	0.057	0.979	-0.004
<b>Work</b>	0.961	0.085	0.982	-0.021
<b>Amotivation</b>	1.001	0.017	0.998	0.003
<b>Ext Material</b>	1.012	0.011	0.984	0.028
<b>Ext Social</b>	1.004	0.004	1.01	-0.006
<b>Identified Reg</b>	0.914	0.174	0.92	-0.006
<b>Intrinsic</b>	0.92	0.163	0.923	-0.003
<b>Introjected Reg</b>	0.918	0.168	0.935	-0.017
<b>Adaptive</b>	0.855	0.278	0.832	0.023
<b>CWB</b>	0.961	0.091	0.962	-0.001
<b>Contextual</b>	0.876	0.242	0.889	-0.013
<b>Task</b>	0.872	0.253	0.865	0.007

### 3.4.3. Structural Model Estimation

Table 3.3 shows the results of the estimate of the model and the check of the hypotheses. As hypothesized, PsyCap has a positive and significant effect on SIE motivation (H3a,  $\beta=0.507$ ,  $p<0.01$ ), adjustment (H3b,  $\beta=0.279$ ,  $p<0.01$ ), and performance (H3c,  $\beta=0.440$ ,  $p<0.01$ ). However, while motivation has a significant effect on SIE performance (H1b,  $\beta=0.303$ ,  $p<0.01$ ), we were unable to confirm the impact of motivation on adjustment (H1a,  $\beta=0.052$ ,  $p>0.05$ ) or of adjustment on performance (H2,  $\beta=0.103$ ,  $p>0.05$ ).

**Table 3.3.** Testing Direct Relationships

	Relationship	Standardized Beta		t value (bootstrap)	Confidence Interval (95%)	
<b>H1a</b>	Motivation -> Adjustment	0.052		0.414	-0.196	0.275
<b>H1b</b>	Motivation -> Performance	0.303	**	3.083	0.123	0.512
<b>H2</b>	Adjustment -> Performance	0.103		1.531	-0.043	0.219
<b>H3a</b>	PsyCap -> Motivation	0.507	**	5.672	0.28	0.646
<b>H3b</b>	PsyCap -> Adjustment	0.279	**	2.775	0.077	0.463
<b>H3c</b>	PsyCap -> Performance	0.44	**	5.407	0.247	0.577

**Note:** \*\* $p<0.01$ ; \* $p<0.05$

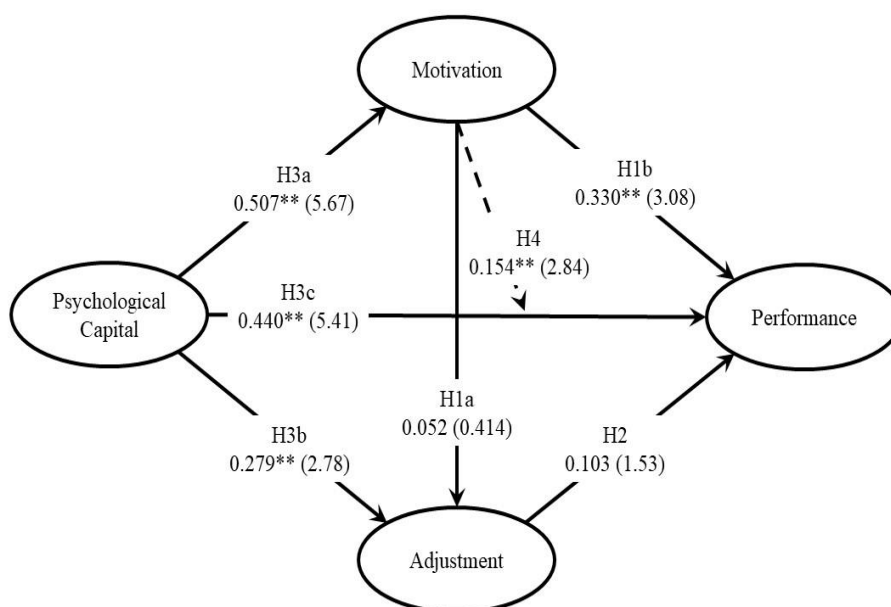
### 3.4.4. Test of the mediation effect

To test the mediation effect of motivation on the relationship between PsyCap and performance, we combined Zhao et al. (2010) with Baron and Kenny's (1986) classification to report a complementary partial mediation, which is consistent with the fact that the indirect effect accounts for nearly 25% of the total effect (Hair et al., 2014), as seen in Table 3.4. The indirect effect is significant, while the direct effect remains significant, partially supporting Hypothesis 4. Figure 3.1 provides the model with all the hypotheses in this study.

**Table 3.4.** Mediation Analysis

Relationship	Standardized beta	t-value (bootstrap)	Confidence interval 95%		Variance accounted for (VAF)
			2.50%	97.50%	
<b>Direct effect: PsyCap-&gt;Performance</b>	0.440**	5.41	0.247	0.577	
<b>Total effect: PsyCap-&gt;Performance</b>	0.625**	10.53	0.507	0.736	24.6%
<b>Indirect effect: PsyCap -&gt; Motivation -&gt; Performance</b>	0.154**	2.84	0.055	0.270	

**Note: \*\*0<0.01**



**Figure 3.1.** Paths Model

### 3.5. Discussion

Drawing on COR theory (Hobfoll, 2002), this study examined PsyCap and motivation's impact on SIEs' success, particularly on their adjustment and performance, which extends the knowledge on SIEs' success.

COR theory suggests that PsyCap can be considered a personal resource (Hobfoll, 2002) that expatriates draw upon to cope with the challenges and demands of their international assignments. Expatriates with higher levels of PsyCap tend to have the necessary psychological resources to adapt to new environments, overcome obstacles, and perform well (Davis et al., 2018). Our findings support our hypothesized relationships (H3a, H3b, and H3c). The results

of PsyCap and motivation (H3a) align with those of Luthans et al. (2007), who demonstrated that PsyCap enhances motivation by fostering a sense of self-belief, optimism about achieving goals, and resilience in the face of challenges. Therefore, SIEs with high levels of PsyCap tend to pursue their international objectives and remain motivated. In line with previous studies on domestic employees (i.e. Luthans et al., 2007; Walumbwa et al., 2010), PsyCap positively influences performance by enhancing individuals' confidence in their ability to perform well (H3c). PsyCap improves self-confidence, determination, and positive expectations, motivates SIEs to tackle challenging tasks, and invests effort internally to achieve goals (Wright & Hobfoll, 2004). This implies a positive relationship between PsyCap and SIE motivation. Hence, we demonstrate that motivation partially mediates the relationship between PsyCap and performance (H4). This could be explained by the COR's resource caravan, which proposes that resources are interconnected (Hobfoll, 2002); thus, a gain in one resource can impact another. Specifically, psychological resources can explain an individual's motivational striving and choices, which in turn impact motivation and performance (Hobfoll, 2002). Our findings further confirm the positive relationship between PsyCap and adjustment (H3b), which extends previous expatriate studies that independently explored the connection between each subdimension of PsyCap and adjustment [e.g., resilience (Davies, 2019), optimism (Jassawalla et al., 2004), self-efficacy (Osman-Gani & Rockstuhl, 2009)]. However, this study has shown how the second-order construct PsyCap as a whole plays a vital role in SIEs' adjustment, performance, and success in international assignments.

SIEs are recognized for their effective self-regulation techniques (Andresen et al., 2014), enabling them to closely monitor progress toward objectives and promptly adjust when discrepancies arise (Kumar et al., 2019). This self-regulation aids SIEs in their adjustment and performance in the host workplace, even amid challenges (Kumar et al., 2019). However, contrary to expectations and previous studies (Froese, 2012), SIE motivations do not positively impact their adjustment (H1a). While motivation encourages to seek opportunities to develop their skills and use them to improve performance in the workplace, it may not necessarily impact these broader adjustment issues (Suutari & Brewster, 2000). Highly motivated expatriates may excel in their job tasks but struggle to adapt to local cultures or form meaningful relationships outside of work. Other factors, such as cultural intelligence, social support, or coping strategies, may be more significant in determining adjustment outcomes (Shaffer et al., 2006). Since SIEs are highly motivated individuals who seek opportunities

abroad and focus on their career goals, they may neglect crucial aspects of cultural adaptation and relationship building as they channel their energy primarily into work-related tasks, which is detrimental to overall adjustment (Suutari & Brewster, 2000); this may explain why motivation did not have a positive relationship with adjustment. This misalignment with previous studies regarding the lack of a positive relationship between motivation and adjustment could also be due to our particular SIE sample population. Our sample of SIE nurses, mostly from developing countries such as India and the Philippines, are overly focused on their jobs and duties and are primarily motivated to earn a good living and improve their work situation. As such, motivation may not play a key role in adjustment but in performance, thus confirming H1b. The positive relationship between motivation and SIE performance extends previous research on OEs to SIEs, indicating that highly motivated expatriates will more readily make a greater effort and engage with work, positively impacting job performance (Suutari & Brewster, 2000; Shaffer et al., 2006; Varma et al., 2011). This finding also aligns with suggestions from COR theory (Hobfoll, 2002) regarding the instrumental role of maintaining, enhancing, acquiring, and protecting individuals' resources. PsyCap is recognized as a crucial resource that enables expatriates to manage and actively use other resources for coping strategies (Avey et al., 2011). PsyCap, as a higher-order core construct, predicts desirable employee outcomes, such as performance and job satisfaction, more effectively than its four components (Luthans et al., 2007). Therefore, the motivations of SIEs to succeed and perform well can be linked to their desire to protect and build their personal and professional resources (Davis et al., 2018; Jokinen et al., 2008). Thus, PsyCap helps SIE nurses maintain strong motivation, focus on goals, and persevere by framing situations positively, facilitating their adjustment and performance. Our study complements previous research, showcasing PsyCap's positive effect on the performance of SIE nurses complementing existing findings on its influence on the mental health and well-being of domestic nurses and their intention to quit (Xiao et al., 2022).

Finally, prior studies on SIEs have suggested that adjustment contributes to performance, often conflating adjustment with performance and blurring the distinction between the two constructs. We challenge this assumption, indicating that adjustment does not necessarily translate to improved performance (H2), and performance is a separate dimension of SIEs' success. Despite prior research often linking well-adjusted expatriates to enhanced performance, the observed effect sizes were generally small (Mol et al., 2005). This may

explain why our SIEs did not report a significant relationship between adjustment and performance. In addition, the measure used for adjustment (Black, 1988) encompasses three dimensions, with only work adjustment directly tied to work performance. Our SIEs may be extrinsically motivated due to challenging life circumstances back home in their developing countries, involving significant personal investment in their relocation (Selmer & Luring, 2010). Consequently, they may feel compelled to perform well irrespective of their cultural adjustment and relationship-building efforts (Suutari & Brewster, 2000). Therefore, we conclude that adjustment and performance are distinct components of success, prompting a call for further research to explore the relationship between these two separate dimensions of expatriate success.

### *3.5.1. Theoretical implications*

This study has three theoretical advances. First, we contribute to the still limited knowledge of the factors that govern SIE success (Pinto et al., 2020), namely, the effect of PsyCap and motivation on adjustment and performance. Previous studies focused on domestic employees (Choi & Lee, 2014) or analyzed the impact of the PsyCap subdimensions separately. However, our findings extend this understanding and support the positive relationship between PsyCap and motivation, adjustment, and performance among SIE nurses. The relationship of PsyCap with these constructs is of particular significance within the healthcare sector, given the emphasis on nurse resilience as a vital construct (see, e.g., Mealer et al., 2012; Wei et al., 2019) to prevent nurse turnover.

Given that nurses, who grapple with emotional, physical, psychological, and mechanical stress at work, are among the occupational groups most frequently affected by psychological distress (Wall et al., 1997), the interplay of PsyCap and its closely correlated subconstructs emerges as a potential tool for mitigating psychological distress. Therefore, these findings are not limited to SIE nurses but to other SIEs who may encounter psychological distress. Consequently, a developed PsyCap could potentially improve their overall performance and motivation. Second, in terms of the former, this study shows how a current social problem, such as the nurse workforce crisis, can benefit from integrating organizational behavior (OB) and human resource management (HRM), as we suggest in the practical implications. Third, in line with previous studies, this study provides a deeper theoretical insight into expatriate success by showing that adjustment and performance are separate dimensions (El Amine &

Cascon-Pereira, 2024), not intertwined (Kraimer et al., 2001). Therefore, although expatriates may be adjusted, this does not necessarily mean they perform well and vice versa. Therefore, future studies should comprehensively conceptualize expatriate success as a multifaceted construct encompassing all constituent dimensions.

Finally, responding to the call by Brewster et al. (2021) and McNulty and Brewster (2020) for more samples from non-Western regions, female, and low-status SIEs, this study sampled SIE nurses mainly from the Global South developing countries. Interestingly, this study has shown how the characteristics of the sample can explain different and unexpected patterns within the SIEs, as is the case of the lack of a positive relationship between motivation and adjustment in our sample (H3). For instance, the motivations of SIEs from developing nations may differ significantly from those of developed ones. SIEs originating from developing countries and working in economically affluent Middle Eastern countries could prioritize income, while those from European countries could prioritize factors such as career advancement, which could affect their adjustment and performance differently. Therefore, future research should consider the importance of the characteristics of the SIE sample in interpreting and generalizing the results.

### *3.5.2. Practical implications*

This study offers crucial insights for healthcare human resource managers and hospital administrators to navigate the nursing workforce crisis. Recent research indicates that the promotion of empowerment in workplaces, providing access to information, opportunities, support, and resources, improves the psychological well-being of employees. Consequently, this leads to improved employee engagement, resulting in better performance and reduced intention to leave (Monje-Amor et al., 2021). Therefore, HR professionals can leverage PsyCap as a powerful tool to evaluate the psychological states of candidates and employees for screening or evaluation purposes. Since PsyCap is a valuable resource capable of predicting individuals' adjustment and performance in stressful work environments, its use can ensure their successful adaptation and performance while deterring future turnover (Davies et al., 2019). Hospital administrators can support the implementation of interventions to boost employees' PsyCap through concise (around two hours) online or in-person training sessions (Luthans et al., 2008). Organizational psychologists and hospital HR professionals could design programs that address the deficiencies in hope, resilience, self-efficacy, and optimism

that might prevent SIE's successful adjustment and performance. Therefore, providing such training can help healthcare organizations foster individual PsyCap development among their expatriate healthcare workforce and consequently promote workplace adjustment and performance, hindering turnover rates and promoting retention among this workforce. This HRM practice would alleviate the nurse workforce crisis in health systems such as Kuwaiti, which is highly dependent on the import of their human resources, thus allowing the sustainability of these health systems.

### *3.5.3. Limitations and future research*

Some limitations should be acknowledged when capitalizing on this study's practical and theoretical implications. First, relying on self-reported performance measures may lead to overestimations, but this aligns with previous research practices (Selmer & Luring, 2012), minimizing significant bias in our findings. Regarding this limitation, future research should improve data robustness by incorporating diverse sources, such as supervisor ratings and peer evaluations, to comprehensively evaluate PsyCap and expatriate performance. Second, the exclusive focus on a single hospital restricts the generalizability of the result, although it allows control over critical contextual variables. Third, the lack of differentiation among adjustment, performance, and motives' subdimensions may limit further understanding. Future research should delve into these aspects since exploring and differentiating the impact of various motivations on performance and adjustment provides deeper insights into the potentially detrimental effects of overlooked motivation on performance among specific occupational groups within SIEs.

## **3.6. Conclusions**

This study notes that SIEs' success has been understudied compared to OEs' success despite their importance in addressing workforce shortages, especially in expatriate-reliant healthcare systems like Kuwait's (where 96.3% of nurses are foreign). Our findings reveal that SIE nurses' PsyCap is positively related to their adjustment, motivation, and performance and that motivation improves performance but not adjustment, indicating that adjustment and performance are distinct dimensions of SIE success. Overall, this extends our understanding of SIEs' success. Furthermore, HR professionals and administrators are encouraged to use PsyCap as a screening tool for selecting expatriate healthcare personnel and develop PsyCap

intervention programs to facilitate their adjustment, performance, and retention. This approach provides a promising avenue for promoting sustainable healthcare systems relying on expatriate labor.

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### 3.8. Appendix

**Table 3. A1. Measurement Scales**

<b>Adjustment</b>	<b>General Adjustment</b>	Gen Adj1	Living conditions in general
		Gen Adj2	Housing conditions
		Gen Adj3	Food
		Gen Adj4	Shopping
		Gen Adj5	Cost of living
		Gen Adj6	Entertainment/recreation facilities and opportunities
		Gen Adj7	Health care facilities
	<b>Interactional Adjustment</b>	Int Adj1	Socializing with Host Country National (HCN)s
		Int Adj2	Interacting with Host Country National (HCN)s on a day-to-day basis
		Int Adj3	Interacting with Host Country National (HCN)s outside of work
		Int Adj4	Speaking with Host Country National (HCN)s
	<b>Work Adjustment</b>	Wrk Adj1	Specific job responsibilities
		Wrk Adj2	Performance standards and expectations
Wrk Adj3		Supervisory responsibility	
<i>The respondents indicated how unadjusted or adjusted they were. All the items were evaluated using the seven-point Likert scale, with choices ranging from 1 (completely unadjusted) to 7 (completely adjusted).</i>			

**Source:** The Cross - Cultural Adjustment Scale (Black & Stephens ,1989)

**Table 3. A1 - continued**

<b>Performance</b>	<b>Task Performance</b>	TP1	How do you rate the quality of your own work in the past year?
		TP2	How do you rate the quantity of your own work in the past year?
		TP3*	How often was the quantity of my work below what it should have been the last year?
		TP4*	How often was the quality of my work below what it should have been the last year?
		TP5	How often was the quality of your work below what it should have been in the past year?
		TP6	How often was the quantity of your work less than it should have been in the past year?
		TP7	I managed to plan my work so that it was done on time
		TP8*	I worked towards the end result of my work
		TP9*	I kept in mind the results that I had to achieve in my work
		TP10*	I had trouble setting priorities in my work
		TP11*	I was able to separate main issues from side issues at work
		TP12*	I was able to perform my work well with minimal time and effort
		TP13*	It took me longer to complete my work tasks than intended
	<b>Contextual Performance</b>	Cont1	I was able to meet my appointments
		Cont2	I was able to fulfill my responsibilities
		Cont3*	Collaboration with others went well
		Cont4*	Others understood me well when I told them something
		Cont5	I understood others well when they told me something
		Cont6	Communication with others led to the desired result
		Cont7	I came up with creative ideas at work
		Cont8*	I took the initiative when there was a problem to be solved
		Cont9	I took the initiative when something had to be organized
		Cont10*	I started new tasks myself when my old ones were finished
		Cont11*	I asked for help when needed
		Cont12*	I was open to criticism of my work
		Cont13*	I tried to learn from the feedback I got from others on my work
		Cont14	I took on challenging work tasks, when available
		Cont15*	I think patients were satisfied with my work
	Cont16*	I took into account the wishes of the patient in my work	
	<b>Adaptive Performance</b>	AP1	I worked at keeping my job knowledge up to date
		AP2	I worked at keeping my job skills up-to-date
		AP3	I have demonstrated flexibility
		AP4	I was able to cope well with difficult situations and setbacks at work
		AP5	I recovered fast, after difficult situations or setbacks at work
		AP6	I came up with creative solutions to new problems
		AP7	I was able to cope well with uncertain and unpredictable situations at work
		AP8	I easily adjusted to changes in my work
	<b>Counter-productive Work Behaviour</b>	CWB1*	I complained about unimportant matters at work
		CWB2	I made problems greater than they were at work
		CWB3	I focused on the negative aspects of a work situation, instead of on the positive aspects
		CWB4	I spoke with colleagues about the negative aspects of my work
		CWB5	I spoke with people from outside the organization about the negative aspects of my work
		CWB6	I purposely worked slowly
CWB7		I purposely left my work so that someone else had to finish it	

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**Table 3. A1 - continued**

	CWB8	I behaved rudely towards someone at work
	CWB9	I quarreled with my colleagues, manager, or patients
	CWB10	I purposely made mistakes
<p><i>The statements above describe what the respondents may think about their performance during the past year. All these items are evaluated using the five-point Likert scale, with choices ranging from 1 (never) to 5 (always); except for the first two questions of task performance, their choices range from 1 (insufficient) to 5 (very good). (*) indicate that the item was dropped due to a loading &lt; 0.6.</i></p>		

Source: The Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2014)

Psychological Capital		
Hope	Hope1*	If I should find myself in a jam at work, I could think of many ways to get out of it
	Hope2	At the present time, I am energetically pursuing my work goals
	Hope3	There are lots of ways around any problem
	Hope4	Right now I see myself as being pretty successful at work
	Hope5	I can think of many ways to reach my current work goals
	Hope6	At this time, I am meeting the work goals that I have set for myself
Resilience	Res1*	When I have a setback at work, I have trouble recovering from it, moving on
	Res2*	I usually manage difficulties one way or another at work
	Res3*	I can be "on my own," so to speak, at work if I have to
	Res4	I usually take stressful things at work in stride
	Res5	I can get through difficult times at work because I've experienced difficulty before
	Res6*	I feel I can handle many things at a time at this job
Self-Efficacy	SE1	I feel confident analyzing a long-term problem to find a solution
	SE2	I feel confident in representing my work area in meetings with my superiors
	SE3	I feel confident contributing to discussions about the hospital's strategy
	SE4	I feel confident helping to set targets/goals in my work area
	SE5*	I feel confident contacting people outside my organization to discuss problems
	SE6	I feel confident presenting information to a group of colleagues
Optimism	Opt1	When things are uncertain for me at work, I usually expect the best
	Opt2*	If something can go wrong for me work-wise, it will
	Opt3	I always look on the bright side of things regarding my job
	Opt4	I'm optimistic about what will happen to me in the future as it pertains to work
	Opt5*	In this job, things never work out the way I want them to
	Opt6	I approach this job as if "every cloud has a silver lining"
<p><i>The above statements describe how the respondents may think about themselves right now. All the items were evaluated using the seven-point Likert scale, with choices ranging from 1 (strongly disagree) to 7 (strongly agree). (*) indicate that the item was dropped due to a loading &lt; 0.6.</i></p>		

Source : The PsyCap Questionnaire (PCQ) (Luthans et al., 2007)

Table 3. A1 - continued

<b>Motivation</b>	<b>Extrinsic Regulation-Social</b>	Ext Reg Social1	To get others' approval (e.g., supervisor, colleagues, family)
		Ext Reg Social2	Because others will respect me more (e.g., supervisor, colleagues, family)
		Ext Reg Social3	To avoid being criticized by others (e.g., supervisor, colleagues, family)
	<b>Extrinsic Regulation-Material</b>	Ext Reg M1	Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor...)
		Ext Reg M2	Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor...)
		Ext Reg M3	Because I risk losing my job if I don't put enough effort in it
	<b>Introjected Regulation</b>	Intro1	Because I have to prove to myself that I can
		Intro2	Because it makes me feel proud of myself
		Intro3	Because otherwise I will feel ashamed of myself
		Intro4	Because otherwise I will feel bad about myself
	<b>Identified Regulation</b>	Iden1	Because I personally consider it important to put efforts in this job
		Iden2	Because putting efforts in this job aligns with my personal values
		Iden3	Because putting efforts in this job has personal significance to me
	<b>Intrinsic Regulation</b>	Intrinsic1	Because I have fun doing my job
		Intrinsic2	Because what I do in my work is exciting
		Intrinsic3	Because the work I do is interesting
	<b>Amotivation</b>	Amot1	I don't, because I really feel that I'm wasting my time at work
		Amot2	I do little because I don't think this work is worth putting efforts into
Amot3		I don't know why I'm doing this job, it's pointless work	
<p><i>The above statements describe how the respondents may think about their motivations behind pursuing an international experience. All these items are evaluated using the seven-point Likert scale, with choices ranging from 1 (completely agree) to 7 (completely disagree).</i></p>			


Source : The Multidimensional Work Motivation Scale (MWMS) (Gagné et al., 2015)

**Table 3.A2. Reliability and Convergent Validity**

<b>1st order factors</b>	<b>Item</b>	<b>Standardized loading</b>	<b>t statistic (bootstrapping)</b>	<b>Weight</b>	<b>t statistic (bootstrapping)</b>	<b>VIF</b>	<b>rho_A</b>	<b>CR</b>	<b>AVE</b>
<b>Amotivation</b>	AM1	0.82**	13.79				0.86	0.90	0.75
	AM2	0.88**	24.16						
	AM3	0.89**	26.95						
<b>Adaptative</b>	AP1	0.82**	21.63				0.92	0.93	0.63
	AP2	0.78**	16.98						
	AP3	0.82**	19.42						
	AP4	0.83**	20.75						
	AP5	0.74**	14.09						
	AP6	0.73**	13.88						
	AP7	0.79**	20.60						
	AP8	0.82**	24.57						
<b>Contextual</b>	CP1	0.66**	12.27				0.91	0.91	0.42
	CP2	0.76**	20.39						
	CP3	0.63**	7.63						
	CP4	0.57**	7.84						
	CP5	0.67**	9.44						
	CP6	0.67**	10.02						
	CP7	0.63**	12.80						
	CP8	0.73**	16.91						
	CP9	0.68**	12.66						
	CP10	0.59**	9.05						
	CP11	0.54**	8.30						
	CP13	0.57**	6.12						
	CP14	0.67**	11.47						
	CP15	0.64**	9.17						
	CP16	0.64**	9.73						
	<b>CWB</b>	CWB1	0.52**	7.14					
CWB2		0.76**	11.76						
CWB3		0.83**	20.17						
CWB4		0.68**	12.91						
CWB5		0.76**	14.44						
CWB6		0.87**	20.02						
CWB7		0.92**	37.75						
CWB8		0.83**	19.65						
CWB9		0.78**	13.55						
CWB10		0.86**	20.18						
<b>Extrinsic Material</b>	EM1	0.94**	30.84				0.86	0.92	0.85
	EM2	0.91**	21.10						
<b>Extrinsic Social</b>	ES1	0.89**	20.33				0.90	0.91	0.78
	ES2	0.91**	25.13						
	ES3	0.84**	13.50						
<b>General</b>	GA1	0.79**	12.76				0.90	0.91	0.59
	GA2	0.87**	21.37						
	GA3	0.75**	8.18						
	GA4	0.79**	10.91						
	GA5	0.69**	9.22						
	GA6	0.76**	11.02						
	GA7	0.72**	9.33						
<b>Hope</b>	H2	0.79**	9.57				0.89	0.92	0.69
	H3	0.76**	13.20						
	H4	0.87**	42.52						
	H5	0.87**	40.24						
	H6	0.85**	38.47						
	H6	0.85**	38.47						
<b>Interactive</b>	IA1	0.86**	28.94				0.89	0.92	0.74
	IA2	0.84**	19.08						
	IA3	0.86**	27.76						
	IA4	0.87**	30.17						
<b>Identified Reg</b>	IFR1	0.87**	15.72				0.89	0.93	0.82
	IFR2	0.92**	31.71						
	IFR3	0.92**	42.00						

Table 3. A2 - continued

<b>Introjected Reg</b>	IJR1	0.90**	28.00				0.88	0.85	0.60	
	IJR2	0.89**	21.44							
	IJR3	0.64**	6.84							
	IJR4	0.61**	6.77							
<b>Intrinsic</b>	IM1	0.66**	7.77				0.94	0.86	0.68	
	IM2	0.87**	21.39							
	IM3	0.91**	52.15							
<b>Optimism</b>	O3	0.83**	23.24				0.69	0.81	0.59	
	O4	0.81**	15.78							
	O6	0.65**	7.04							
<b>Resilience</b>	R3	0.58**	5.46				0.55	0.75	0.50	
	R5	0.84**	20.72							
	R6	0.69**	6.36							
<b>Self-Efficacy</b>	SE1	0.77**	16.48				0.86	0.88	0.55	
	SE2	0.83**	23.73							
	SE3	0.76**	13.20							
	SE4	0.82**	25.44							
	SE5	0.51**	4.35							
	SE6	0.70**	8.77							
<b>Task</b>	TP1	0.69**	10.14				0.83	0.86	0.41	
	TP2	0.70**	11.52							
	TP5	0.73**	12.01							
	TP6	0.68**	9.16							
	TP7	0.64**	6.30							
	TP9	0.56**	7.07							
	TP10	0.54**	5.87							
	TP12	0.57**	6.56							
	TP13	0.62**	7.81							
	<b>Work</b>	WA1	0.88**	25.79				0.92	0.92	0.79
		WA2	0.89**	28.69						
		WA3	0.91**	34.26						
	<b>2nd order factors</b>	Item	Standardized loading	t statistic (bootstrapping)	Weight	t statistic (bootstrapping)	VIF	rho_A	CR	AVE
<b>Adjustment</b>	General	0.82**	14.66				0.85	0.89	0.73	
	Interactive	0.84**	21.41							
	Work	0.90**	28.05							
<b>PsyCap</b>	Hope	0.89**	44.77				0.86	0.89	0.67	
	Optimism	0.82**	25.80							
	Resilience	0.76**	17.42							
	Self-Efficacy	0.80**	27.29							
<b>Motivation</b>	Amotivation	-0.53**	3.69	-0.32	1.82	1.26	N/A	N/A	N/A	
	Extrinsic	-0.04	0.33	-0.26	1.80	1.44				
	Material									
	Extrinsic	0.14	0.90	0.27	1.79	1.41				
	Social									
<b>Performance</b>	Identified	0.82**	9.81	0.16	0.76	2.84				
	Reg									
	Intrinsic	0.75**	7.90	0.41**	2.99	1.53				
	Introjected	0.80**	8.49	0.43*	2.48	2.41				
	Adaptative	0.81**	9.91	0.29	1.70	2.35	N/A	N/A	N/A	
	CWB	-0.59**	4.55	-0.38*	2.30	1.07				
	Contextual	0.80**	9.47	0.24	1.56	2.49				
Task	0.84**	11.51	0.42**	3.52	1.82					

 *Chapter 3. The role of PsyCap in SIE's adjustment & performance*

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#### Chapter 4

### **Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success**

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## **Chapter 4. Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success**

Empirical Study

**Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success**

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### **4.1. Introduction**

Expatriates either sent abroad by their employer as assigned expatriates (AEs) (Andresen et al., 2014) or obtained a job abroad on their own initiative as self-initiated expatriates (SIEs) (Cerdin & Selmer, 2014) are increasingly becoming important contributors to organisational success. Therefore, organizational success is contingent on expatriate success.

In career literature, success is referred to as "the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, and organisation, or society" (Mirvis & Hall, 1994, p. 366) or as "the accomplishment of desirable work-related outcomes at any point in time in a person's work experience over time" (Arthur et al., 2005, p. 179). These definitions are synonymous with individual achievement, and make success depend on personal goals and motives, which are subjective and differ from one individual to another. Therefore, what 'successful' means for one expatriate may be a failure for another.

Recently, researchers in career literature have underscored the subjective dimension of the career construct (Benson et al., 2020; Dries, 2011; Heslin, 2005) and distinguished between objective and subjective career success. However, the expatriate management literature recognizes that the subjective nature of expatriate success is evolving. Consequently, expatriate success has often been measured using solely "objectivist" criteria, such as cross-cultural adjustment (Black et al., 1991), life or job satisfaction (Gabel et al., 2005), and organisational commitment (Florkowski & Fogel, 1999), or observable metrics like financial compensation, promotions (Bolino, 2007), assignment completion (Caligiuri & Cascio, 1998), knowledge transfer (Toh & DeNisi, 2007), or performance measures (Hiltrop & Janssens, 1990). These measures fail to account for expatriates' subjective perceptions of their career success, as defined by their own terms (Spurk et al., 2019).

Exploring the phenomenological and subjective nature of career success entails understanding what success means to expatriates in their own words, leading us to delve into motives and identities. Career outcomes reflect motives and identities because motivation shapes goals and efforts, and motives are defined by personal and social identities (Haslam, 2004). Moulai et al. (2022) highlighted the crucial role of identity work in the decision of SIEs to expatriate. Additionally, research has revealed that a clear sense of one's role and identity is closely related to subjective career success (Sullivan & Baruch, 2009). Subjective career success, defined as authenticity and career alignment with personal needs and preferences (Shockley et al., 2016), is closely linked to individual identity and motives. Mirvis and Hall (1994) also emphasized that career success involves personal meaningful goals that resonate with individual identities. Therefore, identities are a critical yet often neglected aspect in understanding the subjective dimensions of expatriate success.

Although the study of identities, particularly expatriates' identities, is a burgeoning field, few studies have explored the multifaceted nature of expatriates' identities in relation to their motives and success. Our empirical study addresses the initial calls by Kraimer et al. (2016), Andreson et al. (2015), and Tung (2016) to explore the connection between expatriate identities and their adjustment and failure. To date, research has primarily focused on adjustment as a measure of expatriate success, ignoring other subjective dimensions, such as perceived success. For example, professional identities influence how AEs adjust and network (Lauring & Selmer, 2009). National identities are linked to both adjustment (Kraimer et al., 2016) and repatriate turnover (Kraimer et al., 2012). More recently, expatriate and cultural identities have been connected to both work and nonwork adjustments in AEs (Peltokorpi & Zhang, 2020). However, most studies, excluding Lauring and Selmer (2009), have concentrated on cultural identity. Although cultural identity is significant in understanding expatriates' experiences (Sussman, 2000), an exclusive focus on it has limited the exploration of other potentially crucial and prominent identities in expatriate success (Peltokorpi & Zhang, 2020). Thus, the main purpose of this study is to explore whether and how multiple expatriate identities relate to their motives and perceptions of success, particularly by focusing on a unique and insufficiently explored sample of AEs: military expatriates (MEs).

Despite the extensive global history of MEs and their increasing number, a notable gap exists in scholarly research within international human resource management (IHRM) and international management (IM) (Fisher, 2015), particularly regarding MEs' perceptions of their missions (e.g., Abbe, 2008; Lauring & Selmer, 2013). The scarcity of empirical investigations

is particularly noteworthy considering the substantial attention to AEs. Our study addresses this gap by focusing on healthcare professionals who are MEs and exploring their prominent identities, motives, and perceptions of success. Specifically, we seek to answer two key research questions: (RQ1) How do prominent identities relate to MEs' motives for undertaking such a mission? (RQ2) How do these identities relate to their perceived success?

To that end, this study contributes to expatriate literature in two main ways. First, by analysing 20 in-depth interviews with military doctors and nurses from various United Nations Interim Force In Lebanon (UNIFIL) battalions, we can enhance our understanding of peacekeepers—understudied type of expatriates. In particular, we focus on their identities, motives, and perceived success. This is significant because the existing literature, especially in IHRM and expatriate management, has predominantly concentrated on individuals in private, for-profit sectors (Takeuchi, 2010) and has neglected this type of expatriate (Fisher, 2015). Second, we contribute to understanding the subjective nature of expatriate success by developing a conceptual framework to explain the role of prominent identities in shaping expatriates' motives and perceived success. This framework addresses two often overlooked aspects of expatriate management research: the subjective dimension of success and the role of identity.

This paper is structured as follows: first, we provide an overview of the literature on the motives and success of military and peacekeeper expatriates compared with corporate AEs. Second, we outline the social identity approach (SIA) as a theoretical framework to link these motives to different levels of self-categorisation from which they develop. Third, after describing the research context and methodology, we present our findings and highlight how prominent identities shape motives and how validating these identities leads to perceived success. Finally, we discuss the contribution of our research to expatriate management and the practical implications of exploring identities for successful assignment management.

## **4.2. Literature Review**

### *4.2.1. Military and Peacekeeper Expatriates, Their Motives for Traveling Abroad, and Their Success*

AEs are often sent abroad by their organisation for a set period to achieve organisational goals (Lauring & Selmer, 2009). Similarly, MEs are deployed on international missions to fulfil their military organisation's goals. Although traditional military roles, such as deterring attacks and

defending the state (i.e., as soldiers), persist, contemporary roles have expanded to include peacekeeping (Kümmel, 2018), enabling military personnel to adopt other social and professional identities (i.e., nurse identity).

Although MEs and AEs share certain similarities, key differences set them apart (Fisher, 2017; Fisher et al., 2015). One significant difference is their willingness to undertake international assignments (IAs). AEs often volunteer for IAs driven by career advancement and positive expectations (Österberg & Jonsson, 2012; Stahl et al., 2002), whereas MEs must accept relocation as a mandatory part of their military service (DoA, 2010). The compulsory nature of the IA makes its motives more relevant for giving meaning to international experience and evaluating its success. Another discrepancy concerns MEs' organizational commitment. MEs often perceive their service as a 'calling', defined as a purpose that transcends individual self-interest in favor of a presumed higher good (Moskos, 1977, p. 24). In contrast, AEs tend to have a more narrowly focused commitment to their profession.

Additionally, most MEs generally experience limited interaction with local populations, primarily engaging with local contractors on military bases due to security concerns. Consequently, their experience is predominantly focused on adapting to the continuous demands of their roles (Fisher et al., 2015) rather than adjusting to the local context. Moreover, MEs face potentially dangerous and dynamic environments, including combat zones, which lead to mental health challenges such as combat stress reaction and post-traumatic stress disorder (Fisher, 2017; Hoge et al., 2004). These extreme contexts require individuals with strong, well-defined identities (Kolditz, 2007).

Overall, the unique nature of their roles and operating contexts compared with those of other expatriates (AEs) may influence their motives for going abroad and the identities from which these motives stem. However, military identities are underexplored in ME research, with few exceptions (Kleykamp et al., 2021; Lancaster & Hart, 2015).

Last, Despite the focus on expatriate success in the literature (e.g., Kraimer & Wayne, 2004) and a shift toward subjective career success (Heslin, 2005; Dries et al., 2008), the subjective and phenomenological dimensions of expatriate success remain underexplored (El Amine & Cascón-Pereira, 2024). The limited presence of subjective measures of expatriate success expands not only to AEs within multinational corporations but also to a wide range of expatriates, such as SIEs (Lauring & Selmer, 2014), MEs, and United Nations (UN) peacekeepers (Dixon, 1996; Pushkina, 2006). Success for MEs is typically measured using mission objectives, performance, conflict resolution, casualty limitation, and diplomatic efforts

(Bratt, 1996; Pushkina, 2006). These macro-level objective indicators overlook peacekeeper perspectives and the subjective nature of success. Therefore, there is also a need to explore what success means for MEs beyond organizational goals and how it relates to their identities and motives.

#### *4.2.2. SIA to Understand Military Identities and Motives*

Identities are meanings that individuals attach reflexively to themselves as they seek to answer questions such as "What shall I strive to become?" (Baumeister, 1986) or "Who am I?" (Brown, 2015). Social identity is a part of a person's self-concept derived from group memberships (Tajfel, 1972). Thus, military personnel derive their military identity, a social identity, from their belongingness to the "supranational military" culture and a shared mandate to protect and defend their nation (Johansen et al., 2014). This cohesive "we-identity" is reinforced by uniforms and contrasted with the civilian outgroup. Prolonged socialization in the military and strong culture aim to internalize individuals the group's values and norms, developing a shared sense of group belongingness that is so prominent that Daley (1999) considers military identity to be an ethnic identity. Kümmel (2018) argues that modern soldiers can effectively manage distinct identities while creating meaningful links between them. For instance, peacekeeper identity, initially distinct from military identity, has gradually integrated into the broader military identity over time (Franke, 1999; Moskos, 1976).

The concept of salience in role identities, as discussed by Ashforth (2000), is influenced by two critical factors: subjective importance and situational relevance. Subjective importance refers to the personal significance of a role identity, with higher importance linked to a central sense of self or relevance to individual goals and values. This concept aligns with identity prominence (McCall & Simmons, 1978), which refers to individual's perception of an identity's importance or value to themselves (Ervin & Stryker, 2001). Individuals derive their motives and goals from the subjective and emotive importance of their identity as a role. Conversely, situational relevance involves the appropriateness of a role identity in a specific context, which is determined by external norms and is defined behaviorally. In this study, we assess identity salience by focusing on prominence or subjective importance in responses to the question, 'How would you define yourself if you were to finish the sentence 'I am...?', disregarding situational cues.

According to self-categorization theory (Turner, 1985) and SIA (Haslam, 2004), social identities significantly shape individuals' values, norms, motives, orientations, and perceptions,

which in turn influence their behaviors, relationships, interactions, actions, and achievements. Therefore, social identities are crucial for defining motives and assessing success. Motives stem from commitment to norms associated with internalized self-categorizations and identities (Haslam et al., 2004). Drawing on the SIA, we assume that MEs' motives for international missions reflect their prominent self-categorisations.

The literature on AEs identifies primarily intrinsic and extrinsic motives for participating in IAs. Intrinsic motives include internal satisfaction, which encompasses career capital acquisition (Dickmann & Doherty, 2008; Inkson & Arthur, 2001), professional development, and career progress (Tung, 1998; Stahl & Cerdin, 2004), the intrinsic value of international experience, and personal development (Stahl & Cerdin, 2004). According to the SIA, these intrinsic motives are related to self-actualisation, growth, and achievement needs (Vroom & Deci, 1970), reflecting a prominent personal level of self-categorisation. Conversely, extrinsic motives involve tangible benefits like higher salaries (Miller & Cheng, 1978), attractive destinations (Tung, 1998), anticipated career benefits, especially upon repatriation (Feldman & Bolino, 2000), and family- and spouse-related factors (Harvey, 1995), which can also be linked to a personal self-categorisation per SIA. In exploring MEs' motivations for IAs, Battistelli (1997) identifies three distinct types: premodern (normative commitment), modern (instrumental), and postmodern (pursuing new desires and experiences). Premodern motives are rooted in normative commitments, such as the duty to help others through military organisations or contribute to their country's strength. According to the SIA, these motives arise from their social identities as military individuals, where they see themselves as part of a group distinct from outgroup members. Modern motives are instrumental, focusing on personal benefits like financial gain or educational opportunities, and are linked to personal self-categorisation for self-actualisation (Vroom & Deci, 1970). According to the SIA, these motives, similar to those of AEs, stem from a personal level of self-categorisation aimed at satisfying self-actualisation, growth, or achievement needs (Vroom & Deci, 1970). Postmodern motives underscore self-realisation, adventure, and the pursuit of meaningful personal experiences linked to personal self-categorisation. According to the SIA, these motives also stem from personal self-categorisation. However, expatriates involved in humanitarian work and peacekeeping may also be driven by altruistic motives and the desire to uphold humanitarian principles (Slim, 2015) when they embrace such IAs, reflecting their social identities as peacekeepers.

Overall, drawing on SIA (Haslam, 2004), we anticipate that military health professionals' motives for embracing international missions will align with their prominent social or personal identities. We will also explore how these identities relate to their perceived success, highlighting the crucial role that expatriate identities play in shaping their motives.

### **4.3. Methodology**

#### *4.3.1. Contextual Background*

Over six decades, Lebanon has been entangled in a complex web of political unease, sectarian divisions, shifting alliances, external influence, and persistent conflicts. Navigating this intricate landscape, Lebanon struggles to find a path toward enduring peace. To support this aim, in 1978, the UNIFIL was established to verify Israeli withdrawal and restore peace (Cobban, 1984). With UNIFIL's assistance, the Blue Line was established to demarcate the Israeli and Lebanese territories. In 2006, a renewed conflict erupted between Israel and Hezbollah, introducing additional complexity to the pursuit of sustained stability and causing a profound shift in UNIFIL's operational context during the hostilities, with personnel persevering through challenges for military observations and humanitarian aid (UNIFIL Background, 2016; UNIFIL Operations, 2016). Since 2006, UNIFIL has maintained its position along the Blue Line and has been diligently operating along the line by engaging in patrols, observation, and demining from the Litani River to the Blue Line. In the context of peacekeeping missions, UNIFIL deploys a diverse team, including soldiers and healthcare providers, to address humanitarian emergencies and support local communities to maintain peace (UNIFIL Civil Interaction, 2016; UNIFIL Operations, 2016).

UNIFIL was selected as the study population for several reasons. First, it has been present for over 45 years in Lebanon, given the volatile political and military landscape the country has been experiencing (UNIFIL Background, 2016). Second, UNIFIL's cultural diversity whereby it employs over 10.000 peacekeepers from 48 troop contributing countries (UNIFIL–Troop Contributing Countries, 2024). Third, UNIFIL expatriates' responsibilities extend beyond military duties, taking on diverse responsibilities as healthcare providers, including doctors and nurses. This deliberate choice enables us to delve into their multiple identities, acknowledging their multiple roles as peace and health custodians in challenging environments.

### *4.3.2. Data Collection*

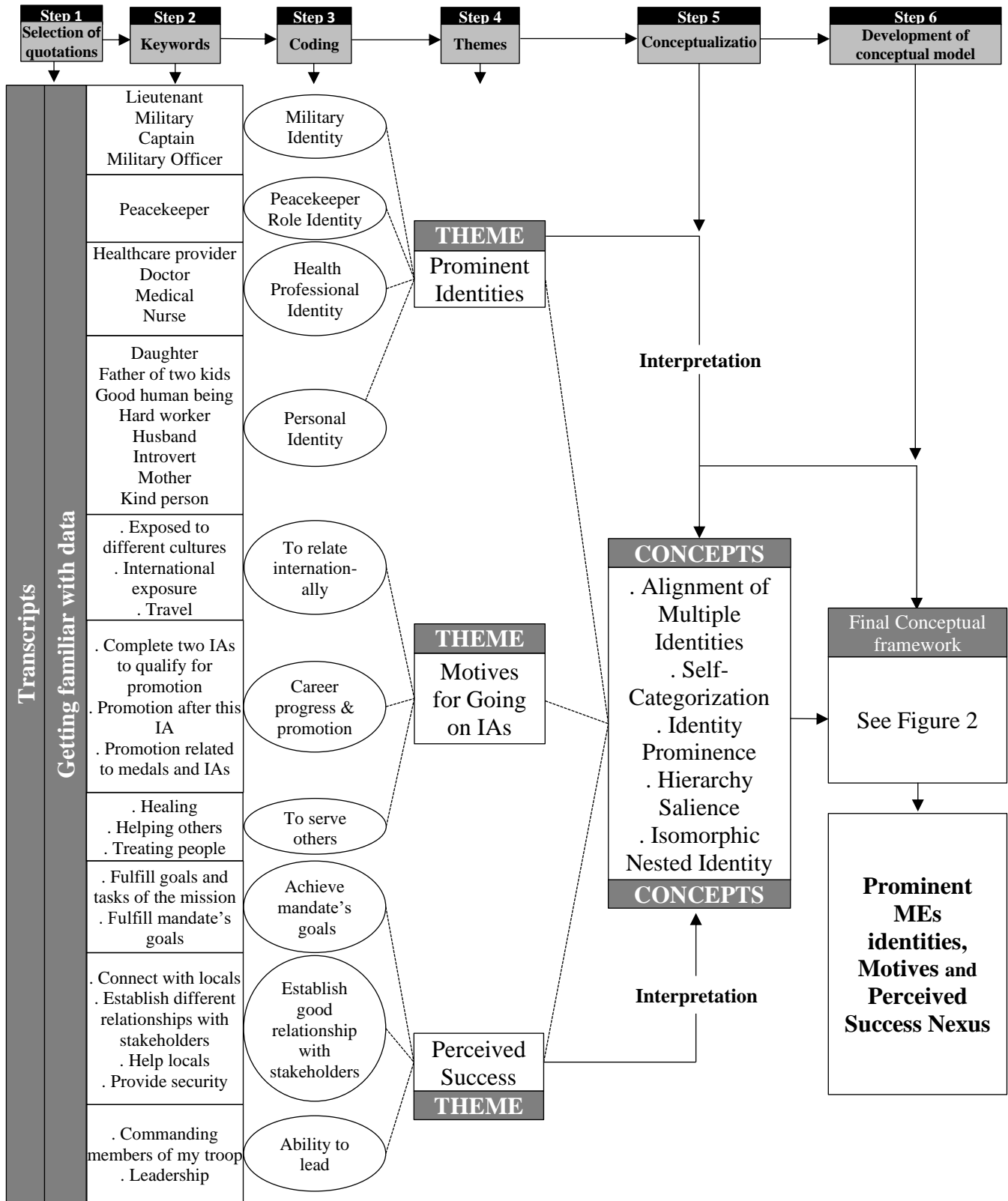
Given the limited knowledge of MEs in general, their identities and perceived success in their missions, a qualitative approach was adopted. We interviewed healthcare personnel (doctors and nurses) from four battalions deployed to Lebanon through UNIFIL to explore their identities, motives to embrace an international mission, and perceptions of success; the selection of these specific informants was theoretically driven and aimed at capturing those above within the context of military personnel serving multiple roles in international missions.

A heterogeneous purposive sampling strategy was chosen to consider different MEs in terms of age, gender, rank, tenure in the army, and frequency of IAs to capture different experiences (Table 4.A1 see Appendix). This approach enhances the richness and depth of our exploration into their identities, motivations, and perceptions of success, providing a nuanced and holistic portrayal of the challenges and successes encountered by military professionals with multiple responsibilities in a foreign setting. Gaining access to these troops extended over two years. The extended timeline was primarily attributed to the inherent sensitivity of the peacekeeping mission and the stringent security protocols in place. The high-security boundaries surrounding the mission necessitated a meticulous and exhaustive series of background checks conducted by their headquarters to guarantee the utmost safety and security of the peacekeepers and their mission. The participant recruitment process was intricately orchestrated through the collaboration of the liaison officer in the Lebanese Armed Forces, who played a pivotal role in facilitating access to the Spanish, Cambodian, Indonesian, and Nepalese contingents. This liaison officer was instrumental in selecting healthcare providers within their respective battalions to ensure a well-rounded representation. We conducted twenty in-depth interviews in their respective battalion's barracks because of the limited freedom of movement for these peacekeepers who were not permitted to leave the barracks without prior authorisation and, when doing so, must be accompanied by a military convoy. This emphasises the unique circumstances under which the research interviews were conducted. All interviews were face-to-face, took place from November 2021 to April 2022, lasted between 45 and 75 minutes, and were conducted in English. Initially, we conducted 14 interviews and then another 6, after which we reached data saturation (Strauss & Corbin, 1990). The interview guide consisted of four parts: (1) the participants' background, (2) their IAs and career path and underlying motives, (3) their interpersonal relationships and identities during the current assignment, and (4) their perceptions of success and their plans (see Appendix). All interviews were audio-

recorded after the informants consented and were transcribed verbatim. Confidentiality protocols were strictly adhered to, and all identifiable information was carefully redacted and replaced with pseudonyms to maintain the anonymity of the informants.

#### *4.3.3. Data Analysis*

To address our exploratory research questions, we approached the data with preconceived notions of the main themes (prominent identities, motives, and perceptions of success); however, we allowed codes to emerge freely by continuously comparing interview transcripts. Hence, a combination of deductive and inductive analyses was used by adopting a thematic analysis (Boyatzis, 1998). In particular, we adhered to the systematic thematic analysis process outlined by Naeem et al. (2023) to construct a conceptual model based on our findings. This involved several key steps, including keyword and quotation selection, coding, theming, interpretation, and model development (Figure 4.1). Initially, we meticulously analysed transcribed interviews, selecting quotes that vibrantly showed diverse perspectives and patterns relevant to our research objectives. We then proceeded to identify frequently used keywords and organise them into codes. Themes were subsequently assigned to these codes according to the underlying meanings they conveyed. Advancing from this initial coding stage to more refined axial and selective coding stages (Strauss & Corbin, 1998), our analysis delved into noticeable differences within the overarching themes of salient identities, which emerged prominently. Consequently, in the subsequent phase, we further examined these themes and codes to elucidate the factors contributing to these differences, sorting out the intricate interplay between MEs' salient identities, motives, and perceptions of success. In the final phase, we distinguished participants on the basis of their prominent identities and their respective motives and perceptions of success. This comparative analysis culminated in the development of a comprehensive conceptual framework summarising our findings. We used NVivo 14 software to organise and analyse the interview data.



**Figure 4.1.** Thematic analysis process (Source: Author's own elaboration, based on Naeem et al. (2023))

#### 4.4. Findings

Our analysis indicates that the three prominent social identities for MEs (military, health professional, and peacekeeper role) integrate into two levels of self: a superlative military identity at the organizational level and two subordinate group level identities (health professional and peacekeeper) embedded within the military identity (Ashforth & Johnson, 2001). Our findings demonstrate how each prominent identity shapes related motives, highlighting the important role of identities in determining perceived success. We present our main findings in three sections: identities, motives, and perceived success.

##### 4.4.1. Identities in Uniform

Our informants extensively discussed their self-definitions, revealing a hierarchy in how they use different identity categories: nurse/doctor (professional identity), peacekeeper (work role identity), and military identity (organizational identity), either separately or jointly. Nineteen out of twenty interviewees emphasised the prominence of their professional identities as doctors and nurses. They consistently identified themselves first as healthcare providers and then as military personnel. For instance, one interviewee (P15, Female, 29) stated:

*"I am a nurse. I think I'm more of a nurse than a military (individual)".*

This was no exception, as another physician (P12, Male, 31), also from a different contingent, echoed similar sentiments highlighting the salience of the professional identity:

*"I am a medical military".*

When asked which category he identified most with, the informant indicated that:

*"I am a doctor first, then a military officer."*

As such, we can analyse that in peacekeeping missions where combat is secondary, MEs primarily identify with their health professional identity. This aligns with Ashforth's (2000) discourse on identity salience, where the high subjective importance of identity and the situational relevance of external factors make certain identities prominent. Hence, identifying

as health professionals reflects their willingness to provide clinical assistance and aligns with the mandate's humanitarian objectives. What becomes observable is that the primary identities of health professionals (doctors or nurses) and peacekeepers were hierarchically organized, and both were more prominent than the organizational (military) identity (Table 1). Some informants identified solely as health professionals (four) or military personnel (one), whereas others identified as both health professionals and military personnel (three), health professionals and peacekeepers (nine), or all three: clinical professionals, peacekeepers, and military personnel (three). Table 1 shows the hierarchy and combinations of these prominent social identities among informants.

Peacekeeper identity becomes prominent for our informants as another work role identity, comparable with their professional identities as nurses or doctors. In contrast, their military identity, as an organizational identity, takes a backseat to a superordinate identity. For instance, one informant (P16, Female, 31) explained that:

*"In this mission, I think of myself as more of a peacekeeper than military personnel."*

The peacekeeper and health professional identities seem to align and integrate with the military identity (three MEs). For example, one informant (P5, Female, 21) explained:

*"After coming to Lebanon, I gained more experience through CIMIC (Civil–Military Cooperation) activities. In Lebanon, I have three jobs. In my country, I am a nurse and a soldier, but I am also primarily a peacekeeper in Lebanon. This has made me more patient, organized, and have more self-confidence."*

This alignment is reflected in how informants view their roles as health professionals and their global mission as peacekeepers. Nine informants were identified as both health professionals and peacekeepers. One informant (P4, Female, 32) detailed:

*"I like being a nurse in general, and more so here on the mission as a peacekeeper."*

Another informant (P16, Female, 31) elaborated on this integration:

*"In this mission, I can use my abilities and skills to serve the local people and help with peacekeeping in their communities."*

Regarding the prominence of military identity, one of the seven informants with a strong military identity didn't exhibit any other salient social identity. The other six displayed multiple identities, with three also identifying as health professionals and the other three as both health professionals and peacekeepers. These identities aligned with the military identity, as illustrated by P2 (Female, 30):

*"If I didn't join the military, I might not have had the chance to study to become a nurse. I wouldn't have had the chance to work as a UN peacekeeper in the mission because where I come from does not offer many opportunities. I am from the countryside ... so I might have ended up working as a factory worker, and I am not sure if my life would have been better or lower than this ... if I hadn't joined the military."*

Hence, military identity appears to bind these lower-order identities, enhancing self-esteem. Informants took pride in their military affiliation. P5 (Female, 21) shared:

*"I am in the army; I make myself special. I am special because I am a military (in contrast to civilians)."*

On a similar note, P17 (Male, 43) added:

*"There are a lot of differences between a civilian and military personnel. When you are in the military, people regard you highly and appreciate the work and sacrifice you do openly."*

Thus, at a higher level of abstraction beyond the group level, the supraordinated military identity becomes prominent when compared with that of civilians, providing a cognitive basis for self-esteem, pride, and respect. P12 (Male, 31) illustrated this:

*"It is like a family thing for me. In my parents' generation, a lot of them used to serve in the military .... So it is from this thing that people draw pride, and in most places in our country, it is a matter of pride for each and every family to send their sons and daughters to enlist in the military."*

Our informants (seven MEs) also identified themselves using family roles or personal characteristics beyond their professional group (nurse, doctor, and peacekeeper) and organizational level (military). Specifically, they saw themselves as a mother, father, daughter, or kind person, aligning with their professional (nurse, doctor, and peacekeeper) and organizational (military) identities. Notably, two individuals who identified as "a good human being" or a "kind person" also identified themselves as health professionals and peacekeepers, showing alignment among individual and group levels to create a cohesive self-concept (Kreiner et al., 2006). Those who self-defined themselves as parents or offsprings did so in terms of other group and organizational identities, illustrating shared values (Pratt & Foreman, 2000) of caring, protecting, and being responsible. These values align closely with the professional identity of healthcare providers, the peacekeeper's focus on fostering peace, and the military's role in protecting the nation. This alignment across levels of self and nested identities allows MEs to effectively navigate their multifaceted role identities, ensuring that their personal and social identities complement rather than conflict with each other.

#### *4.4.2. Underneath the Uniform: Identity-driven Motives for Embracing IAs*

In this section, we illustrate how these different self-categorizations shape and elicit various motives for embracing international missions. Our informants shared three common motives: to relate internationally (10 MEs), to serve others (10 MEs), and to grow professionally (6 MEs).

Ten informants selected peacekeeping missions for the opportunity to relate internationally, a postmodern motive per Battistelli (1997). This motive stems from their military and peacekeeper identities, driven by a desire for unique experiences and the chance to strengthen their country's international image. This aligns with their social needs for affiliation, relatedness, and achievement of group goals (McClelland, 1965). This could explain why the two identities, peacekeeper and military, appear to elicit this motive of international relatedness among our informants. For instance, one informant (P3, Male, 31) stated:

*"Maybe I chose the army because there are UN missions to other countries, and not just my country—the international experience".*

Hence, the organizational (military) and work role identities (peacekeeper) align through this joint motive, allowing MEs to relate internationally due to their military role. Although this

motive is also found in traditionally AEs (Stahl & Cerdin, 2004), the underlying needs differ. AEs satisfy a personal need for growth (Dickman et al., 2008), stemming from their personal rather than social identities. In stark contrast, for our MEs, this motive arises from their military identities, reflecting a social level of self-categorization, as expressed by one informant (P5, Female, 21):

*"I meet people from other battalions, from other countries, from other cultures. All of that is only possible because I joined the army."*

The military, offering structured avenues of international engagement, provides the necessary environment to achieve postmodern motives such as relating internationally. Therefore, the military identity (organisational) seems instrumental in satisfying their social needs for relatedness.

Another motive is to serve others, as elicited by their military, peacekeeper, and health professional identities. However, this premodern or paleomodern motive (Battistelli, 1997) reflects a commitment to both the military and their professions, thus reinforcing and aligning both organisational and professional identities. While the military identity motivates our informants to engage in group-serving actions at an abstract level, their professional identity drives them to treat patients within their battalion and serve the local community, as illustrated by the following quotes:

*"I love working around people; treating people is very gratifying. I am invested in my specialty, whether in practice or theory. I am grateful I can help others." (P19, Female, 42)*

*"I love to go on such missions because I love to help people. In fact, on my first assignment in Kosovo, I saw many people who needed help and couldn't help, so I decided to become a nurse and help them." (P14, Female, 39)*

Hence, the professional identity of doctors and nurses becomes instrumental in fulfilling their premodern motive of serving others. Similarly, traditionally AEs undertake IAs driven by their professional identities. However, unlike MEs, they are motivated by self-centered modern goals such as career advancement, financial gains, and professional development (Dickman et al., 2008).

Moreover, throughout our conversations with the informants, a clear enthusiasm for their mission was evident because it enables them to fulfil dual roles as healthcare providers and peacekeepers and acts as one of the core requirements for their promotion. Thus, career progression, referred to as a modern motive (Battistelli, 1997), is a common reason for pursuing these missions. Their military identities drive this motive, as they seek to advance within the military hierarchy. For instance, one informant (P6, Male, 33) explained that:

*"Actually, after enrolment, we must complete two peacekeeping missions and two years of service at home to qualify for promotions".*

Another informant from another battalion (P3, Male, 31) similarly explained this process:

*" A lieutenant becomes a captain after four years, but to advance to major or commander, 50% of the promotion depends on medals and international missions".*

This professional progression motive also stems from their identities as nurses and doctors, aligned with their military roles. As one doctor (P12, Male, 31) explained:

*"I love the army; it gave me a speciality."*

The pursuit of promotion and professional advancement leads them to embrace international missions. However, unlike AEs, this motive arises from both their professional and military (organisational) identities, aligning the two.

#### *4.4.3. Perceived Success As Identity Validation Through Motive Attainment*

We categorized MEs' perceptions of success into three main codes: achieving the mandate's goals, helping locals and stakeholders, and developing leadership skills.

Twelve MEs considered their success closely tied to achieving the mandate's goals, reflecting their motives to serve and their aligned identities as military personnel, peacekeepers, or health professionals. This perspective is shared by different contingents. For example, P1 (Male, 55) stated:

*"If I fulfil the goals and tasks of the contingent's mission, I am successful."*

Another informant (P8, Female, 25) highlighted:

*"In the UN, we must fulfil our mandate. If we do, the mission will be successful. Our mandate in Lebanon, for instance, requires us to provide security and medical care as nurses. I consider myself successful when I am accomplishing these tasks."*

Thus, achieving the UN mandate validates their identities as military doctors and nurses and peacekeepers. Pursuing achievable, realistic, and compatible goals that serve society aligns with their professional and military identities. Mael and Ashforth (1992) stated that organizational identity is the extent to which an individual experiences a shared identity with an organization, feeling its failures or successes as their own. MEs define their success by achieving their mission goals, satisfying their motives to serve others, and validating their military, peacekeeper, and nurse and doctor identities.

Building on positive social relationships, our MEs highlighted that their perception of success includes not only achieving the mandate's goals but also establishing good relationships with all stakeholders and helping locals. Among the 12 MEs, nine emphasized the importance of these relationships for their success. One informant (P8, Female, 25) explained:

*"We are successful if we accomplish our tasks as ordered. Equally, we succeed if we connect with locals and help provide security and safety. Building relationships with stakeholders and achieving the contingent's goals are crucial for me to feel more successful in my mission."*

Moreover, through helping locals and stakeholders, their identities as health professionals and peacekeepers are validated. Another informant (P4, Female, 32) highlighted:

*"I use my hands with my patients; I check their blood; I clean their wounds. This makes me feel successful because I help others heal. I enjoy being a nurse, especially here on the mission as a peacekeeper."*

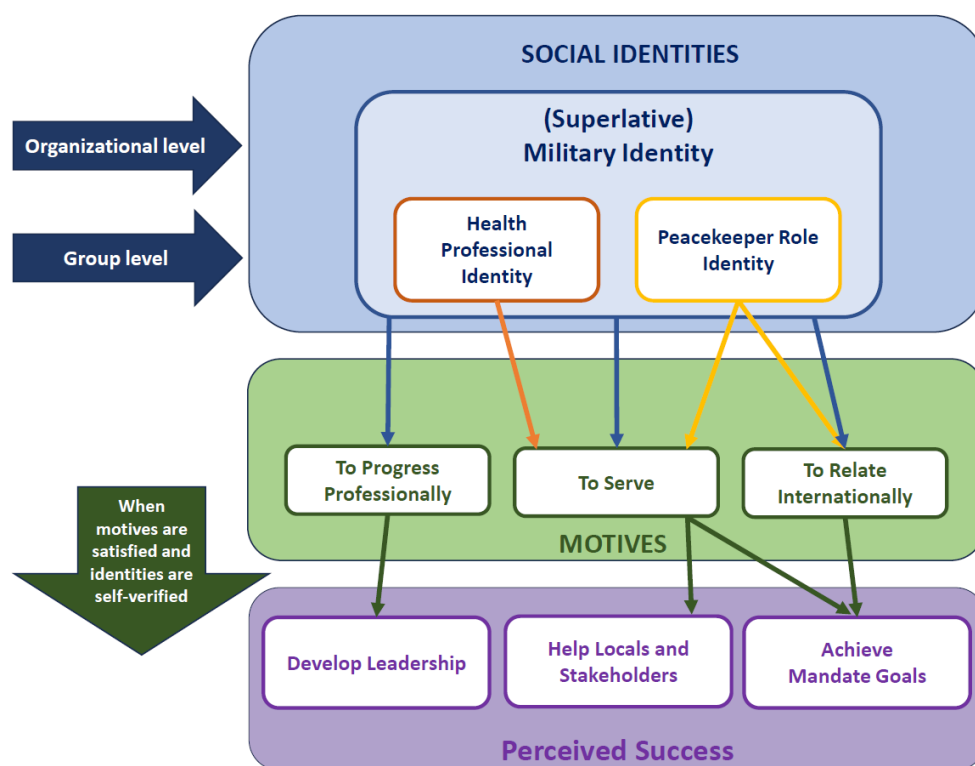
Last, a few MEs (four) viewed developing their leadership abilities as a key part of their success. This perception aligns with their motive for professional progression within the military and therefore reinforces their military identities. One informant (P9, Female, 29) described the effect of these missions on her leadership development:

*"I consider the changes I have made in my leadership, commanding, and handling of my troops as my personal success and a contribution to my battalion's success."*

Similarly, another ME (P15, Female, 29) shared her sense of achievement in leadership:

*"I felt it was a huge responsibility to lead a team of ten people, and this made me feel successful."*

Our findings are summarised in a conceptual framework (Figure 4.2), illustrating the relationship between their multiple identities, motives, and perceived success. MEs' identities as military, peacekeepers, doctors, and nurses drive their motivations for IAs. The self-verification of their superlative military identity and nested identities as peacekeepers, doctors, and nurses leads them to perceive success as achieving the mandate's goals, helping locals and stakeholders, and developing their leadership abilities.



**Figure 4.2.** Conceptual framework of the findings

Source: Authors' own (2024)

## 4.5. Discussion

This study addresses our research questions concerning how prominent MEs' identities relate to their motives to embrace IAs and their perceived success. We developed a conceptual framework (Figure 1) to illustrate how these motives—serving, engaging internationally, and professional growth—amplify these identities. Additionally, the framework highlights the military's instrumental role in helping our informants achieve their goals and validate their identities, leading to a perception of success.

### 4.5.1. Theoretical Contributions

This study contributes to research on expatriates in two ways. First, it enhances the understanding of MEs, an underexplored and overlooked type of expatriates in IHRM and IM (Fisher, 2015). In particular, it contributes to the understanding of their identities. Although the motives of MEs, particularly peacekeepers, have been extensively studied (Battistelli, 1997; Moskos et al., 2000), their identities remain understudied (Kleykamp et al., 2021; Lancaster & Hart, 2015). Indeed, understanding them remains one of the most complex but interesting issues facing the military and IHRM, as important knowledge derives from comparing MEs with AEs. This study addresses this gap by identifying three prominent social identities among MEs at different levels of self—military at the organisational level and health professional (doctor and nurse) and peacekeeper at a group level. These identities influence their core motives for undertaking international missions. Interestingly, these identities integrate with the military identity being the superlative one and the peacekeeper and doctor and nurse identities nested within it. This could be because MEs perceive their service as a calling (Moskos, 1977), driven by deeper needs rooted in their military identity, which harmonises with their willingness to relate and serve stemming from their professional role (as peacekeepers and health professionals) identities. This integration is not evident in the identities of AEs. Furthermore, the more prominent identities were hierarchically organised, with the professional identity, whether among doctors or nurses, becoming more salient than the organisational identity (military). This hierarchy supports previous identity studies, which indicate that individuals identify more strongly with lower-order identities than higher-order identities (Ashforth & Johnson, 2001; Riketta & van Dick, 2005; Tajfel & Turner, 1979; Turner, 1985). Our study empirically validates this pattern specifically among MEs.

Our study also demonstrates the integration between the health professional identity (doctor and nurse) and the peacekeeper identity, showing that each identity reinforces and validates the other. This integration aligns with the concept of isomorphism, as conceptualised by Ashforth et al. (2011), which refers to the alignment of distinct social identities within an individual. This is particularly relevant in understanding how MEs navigate their various social identities. A peacekeeper is often associated with values such as conflict resolution, empathy, and fostering peace within communities or countries, whereas a healthcare professional, whether a doctor or nurse, is dedicated to fostering well-being, healing, and ensuring the welfare of individuals. Therefore, this alignment can be explained by normative isomorphism, which stems from professional practice and training, leading to the homogenisation of practices and norms of the identities (DiMaggio & Powell, 1983). Despite appearing distinct, these identities share common values and a motive to serve locals, contributing to their alignment within an individual's sense of self. Additionally, coercive isomorphism plays a role, where external conditions, such as the peacekeeping mission and the need to serve locals, enforce certain behaviors or beliefs that align the identities. This advances our understanding of how shared motives can create the integration and alignment of different professional and work role identities, particularly in the context of peacekeepers and health professionals.

In research, what is not said can sometimes be more important than what is said. An unanticipated finding in this study is the lack of prominence of expatriates' cultural and ethnic identities. Their cultural identities remained silenced and were not used for self-categorization. This is certainly unexpected, but is one of our most important findings, given that cultural identity is typically prominent among expatriates (Sussman, 2000) and is the most studied social identity concerning expatriate adjustment (Kraimer et al., 2016; Peltokorpi & Zhang, 2020) and relationships with host country nationals (Toh & DeNisi, 2007). Ethnic identities have also been deemed important in knowledge acquisition by expatriates (Fan et al., 2018). This unexpected silence of MEs' cultural and ethnic identities certainly raises intriguing questions for further research and contributes to our understanding of expatriate identities. One possible explanation could be the fact that the peacekeepers undergo compulsory predeparture training to develop cross-cultural competencies for successful interactions in diverse settings (Atuel & Castro, 2018; Johnson et al., 2006). However, corporate expatriates also receive such training, yet their cultural identity remains prominent and plays a critical role in their success (or lack thereof) in the mission (Sussman, 2000; Peltokorpi & Zhang, 2020). Therefore, an

alternative explanation could be that the prominence of military identity among peacekeepers leads them to categorize locals or host country nationals ("the other" in terms of social identity theory) as civilians rather than as specific ethnic or cultural groups. Moreover, they view individuals from other battalions as part of an in-group "we " sharing a collective military identity, as peacekeepers, doctors, and nurses, regardless of origin. Moreover, the extreme context in which they operate activates their work roles and professional identities, aligning them with the global humanitarian values embedded in peacekeeping missions (Karlsrud, 2015). This immersion in their work often leads them to perceive the foreign environment as less alien, thereby neglecting the need to adjust to it (Fisher et al., 2015). Consequently, this could explain the decreased prominence of cultural and ethnic identities compared with their AEs counterparts. These insights suggest that future research should explore other social identities beyond cultural ones that might be more prominent among certain expatriate groups, like peacekeepers.

Second, our study theoretically contributes by introducing a conceptual model that links expatriate identities, motives, and perceived success. To the best of our knowledge, this is the first empirical study that links expatriate identities to their perceived success through the motives stemming from these identities. Identities constitute a "root construct" (Albert et al., 2000, p. 13) for understanding organisational behavior, as demonstrated by our findings, which highlight how different levels of self (organizational and group) shape expatriates' motives to serve others, relate internationally, and grow professionally. Hence, the MEs' self-category prominence becomes important in understanding why a given type of need motivates MEs' organisational behaviour. Furthermore, our study reveals the significant role of shared motives in binding and nesting multiple identities, enriching the understanding of expatriates' motives (Battistelli, 1997; Moskos et al., 2000) and emphasizing the importance of identities in expatriate research.

Our empirical study responds to calls by Kraimer et al. (2016), Andreson et al. (2015), and Tung (2016) to explore the relationship between expatriate identities and adjustment or failure. Instead of focusing on adjustment as existing research has conducted, we consider the subjective dimension of perceived success (Dries, 2011; Heslin, 2005; Benson et al., 2020). In exploring the subjective perspectives of MEs' success, we found that self-verification of identities through achieving motives is perceived as success. This aligns with existing literature that emphasizes the role of authenticity in subjective career success (Shockley et al., 2016) and highlights coherence as a fundamental human desire (Swann et al., 2003) that also influences

the perception of success. For example, when expatriate identities as healthcare providers and peacekeepers are validated by serving others, they perceive success in meeting their goals or helping locals and stakeholders.

Our findings suggest that identity self-verification (Swann et al., 2003) is facilitated not only by congruence between self-view and others' views but also by achieving identity-driven motives. Accordingly, we propose that future research extend self-verification to the domain of motives and perceived career success.

#### *4.5.2. Practical Implications*

Practically, our findings have relevant implications for expatriate management in the military and beyond. They highlight the importance of exploring not only expatriates' motives before IAs but also their prominent identities because these significantly affect perceived success. For instance, if an expatriate identifies primarily as a leader but is sent on a mission where their leadership skills are neither used nor recognised, they may feel undervalued, leading to adverse outcomes such as decreased morale and emotional exhaustion. Studies show that employees unable to verify their professional identity through fulfilling central work tasks experience negative outcomes, including negative affect (Gabriel et al., 2011) and emotional exhaustion (Haines & Saba, 2012). Therefore, managers need to assess expatriates' motives and prominent identities before IAs to ensure alignment with mission demands. For example, an expatriate who identifies strongly as a technical expert should be assigned roles where their technical skills are critical. Understanding identity validation dynamics can inform expatriate management in selecting suitable candidates for missions. Additionally, aligning these motives with salient identities throughout the expatriation process ensures self-verification of expatriate identities, whether military or corporate. This alignment improves perceived success, prevents early abandonment, and increases retention rates. For instance, an expatriate with a professional identity centered on innovation should be placed in roles involving creative problem-solving. Providing continuous learning and professional growth opportunities helps expatriates feel more connected and validated, leading to higher job satisfaction and reducing early termination of assignments. Hence, organisations employing expatriates can benefit by identifying prominent identities and fostering contextual variables that help expatriates achieve their identity-driven motives, thereby validating their prominent identities.

#### *4.5.3. Limitations and Future Research*

This study has some limitations. One major limitation is that we only interviewed healthcare military professionals from four of the 48 deployed contingents. Although our findings offer valuable insights, a more diverse participant pool from a broader range of nationalities could have enriched our exploration. However, the sensitive nature of their mission in Lebanon made securing access to interviewees challenging. The troops declined to disclose the informants' nationalities, limiting the presentation of their characteristics. If such disclosure were possible, it could have facilitated comparisons among battalions, potentially revealing cultural differences in their perceived success, because success meanings are culturally driven (Benson et al., 2020). Further research should explore cultural differences in motives for international missions and meanings of success.

Conducting interviews in English posed limitations as it is not the interviewees' native language; using their native languages could have yielded richer information. The cross-sectional nature of the interviews and the inability to interview those who prematurely abandoned their missions also limited the study because these cases could have validated our conceptual framework. Multiple interviews with the same participants at different mission stages would have provided a better understanding of the identity validation process through motives' accomplishment. This longitudinal approach could have offered nuanced insights into the evolving dynamics of expatriate identities, motives, and perceived success. Therefore, further longitudinal research is needed to understand identity validation processes and dynamics during IAs. Last, the unique characteristics of this type of expatriate may limit the applicability of the findings to other expatriate types.

#### **4.6. Conclusion**

This study contributes twofold to both expatriate and military research by revealing the complexity of MEs' multifaceted, nested, hierarchically organised and aligned identities and developing a conceptual framework revealing how their prominent identities relate to their motives for international missions and their perceived success. Doing so opens the door for further exploration of the processes of validating expatriate identities in relation with their perceived success.

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#### 4.8. Appendix

**Table 4. A1.** Participants demographics and professional information

<i>Participant</i>	<b>Gender</b>	<b>Age</b>	<b>Marital status</b>	<b>Role</b>	<b>Rank</b>	<b>Tenure in the Army</b>	<b>Length of current IA</b>	<b>Previous IA</b>
<i>P1</i>	Male	55	Married	Physician	Captain	34 years	2 years	3
<i>P2</i>	Female	30	Married	Nurse	Second lieutenant	11 years	2 years	1
<i>P3</i>	Male	31	Married	Physician	Lieutenant	5 years	1 year	3
<i>P4</i>	Female	32	Married	Nurse	Sergeant	11 years	1 year	0
<i>P5</i>	Female	21	Single	Nurse	Second sergeant	4 years	1 year	0
<i>P6</i>	Male	33	Single	Physician	Lieutenant	8 years	1 year	0
<i>P7</i>	Female	36	Married	Nurse	Lieutenant	16 years	1 year	3
<i>P8</i>	Female	29	Married	Physician	Captain	5 years	1 year	1
<i>P9</i>	Male	30	Single	Physician	Officer	4 years	1 year	1
<i>P10</i>	Female	26	Single	Nurse	Warrant Officer	6 years	1 year	0
<i>P11</i>	Female	25	Single	Nurse	First Class Warrant Officer	6 years	1 year	0
<i>P12</i>	Male	32	Married	Physician	Lieutenant	3.5 years	4 months	0
<i>P13</i>	Female	42	Divorced	Nurse	First Lieutenant	13 years	4 months	> 4
<i>P14</i>	Female	29	Single	Nurse	Lieutenant	5 years	4 months	1
<i>P15</i>	Female	31	Single	Nurse	First Lieutenant	5 years	4 months	3
<i>P16</i>	Male	35	Engaged	Nurse	Corporal	15 years	4 months	0
<i>P17</i>	Male	43	Married	Nurse	Second Sergeant	24 years	4 months	> 4
<i>P18</i>	Male	31	Married	Physician	Lieutenant	2 years	4 months	0
<i>P19</i>	Female	32	Single	Nurse	Lieutenant	2 years	4 months	1
<i>P20</i>	Female	39	Single	Nurse	First Lieutenant	20 years	4 months	> 4

## **Interview Guide**

### **1. Please tell me more about yourself.**

Name  
Organization, Job Position and Rank  
Academic Background  
Sex  
Age  
National Origin  
Marital Status  
Children/Relatives to support

### **2.- Exploring International Assignments and Career Path**

2.1.- Excluding your current mission, how many international missions have you completed?

2.2.- In relation to the previous question, please indicate what was the duration of each mission?

2.3.- In relation to the previous question, please indicate what the destinations of each international mission were.

2.4.- How do different or similar do you perceive your multiple international assignments? (In case the respondents had multiple international assignments)

2.5.-Was this mission assigned to you, or did you choose it?

2.6.- What kind of pre-departure preparations have you had prior arriving to Lebanon? Is there anything in particular that you did(personally) to prepare yourself?

2.7.- For how long have you been in the army? Have you been a healthcare provider before joining the army?

2.8.- Why did you decide to become a nurse/doctor? How did this happen?

2.9.- Why did you join the army?

2.10.- How do you think your life would have been if you haven't been in the army?

2.11.-What things do you miss from that alternative life? What things make you give them up to be sticked in the army? or in other words what things make you continue with this style of life despite the things that you perceive you give up?

### **3. Exploring Different Social Identity Saliences**

3.1.- How would you define yourself? "I am...." (Please, finish this sentence)

3.2.- What do you understand by the term expatriate? Would you define yourself as an expatriate? Why.

3.3.- In what kind of nurse/doctor or military/lieutenant does an international experience like this transform you on the personal and professional level?

3.4.- How would you define yourself within the context of your own battalion? To what extent is it similar or different from your relationship with the medical team of the battalion?

Are there certain colleagues that you relate to more than others? If yes, why do you believe that this occurs?

3.5.- To what extent do you feel your relationship with the different members varies? What makes it variant?

3.6.- How would you define your relationship with members of other battalions?

3.7.- How often do you interact with locals?

3.8.- How would you define yourself in relation to locals? How similar or different they are to you?

- a. within your work context
- b. outside your work context

3.9.- How would you define yourself in relation to your family back home? How similar or different they are to you?

3.10.- How would define yourself in relation to your friends back home? How similar or different they are to you?

#### **4.- A Retrospective View**

4.1.- How would you describe your current IA experience?

4.2.- What is a successful IA experience to you?

4.3.- In your opinion, what contributes to success?

4.4.- What made you choose to take this IA? Were there any other considerations?

4.5.- As you are getting closer to the end of your IA, how do you perceive yourself different? What has changed in you? How do you evaluate this change on a personal or career level? in what other ways you think this mission in Lebanon has changed to you on the personal level?

4.6.- What have you learned from this experience? How does this experience compare to previous experiences? (If the interviewee had previous experiences).

4.7. - To what extent this IA has been up to your expectations and how?

4.8.- What is your next step?

4.9.-To what extent are you satisfied with your current situation? How can this be enhanced?



## Chapter 5. Conclusion

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## **Chapter 5. Conclusion**

### **5.1. Introduction**

From a novel perspective, this thesis addresses the kaleidoscopic topic of expatriate success to enhance the understanding of what expatriate success means. While delineating the construct's multidimensional nature, this thesis focuses, at an individual level, on how additional under-researched antecedents, such as psychological capital, motivation, and identities, shape this construct. Moreover, it highlights the subjective dimension of perceived expatriate success, which has only recently gained research interest.

To conclude this thesis, this chapter provides the main findings and conclusions of the three studies, highlights their theoretical contributions and practical implications, identifies the limitations, and proposes directions for future research.

### **5.2. Summary of the Main Findings and Conclusions**

The three studies confirm and elaborate on the multidimensionality of expatriate success, a construct that had been differently and incongruently addressed in previous research, leading to a lack of comparability among studies (Black, 1990; Caligiuri & Cascio, 1998; Harzing & Christensen, 2004; Hemmasi et al., 2010). Each study also advances additional findings, which are addressed shortly in this section.

For instance, through an SLR of 249 examined studies, the first study identifies various previously disparate expatriate success antecedents and dimensions categorising them across three levels: individual, interpersonal, and organisational. This categorisation is crucial because it clarifies the boundaries of the expatriate success concept, distinguishes between antecedents and dimensions, and highlights which dimensions—such as cross-cultural adjustment, performance, and satisfaction—are most frequently studied as proxies for expatriate success and from which perspectives (e.g., individual or organisational) they are typically analysed. From these findings, we conclude that expatriate success is a multidimensional construct that should be analysed individually, interpersonally, and organisationally from two perspectives, namely, individual and organisational jointly, to be adequately measured. Moreover, an interplay among these identified antecedents and dimensions across individual, interpersonal, and organisational levels is evident through the performed thematic analysis, which is

complemented by the emergence of five clusters from VOSviewer. This interplay between the antecedents and outcomes at the individual, interpersonal, and organisational levels confirms expatriate success multidimensionality and contributes to its further understanding. Building on these insights, we propose an integrative, multidimensional, and multilevel definition of expatriate success. This definition encompasses individual dimensions, such as adjustment, satisfaction, and subjective career success; interpersonal dimensions, including relationships with host country nationals, knowledge transfer, and work–family balance; and organisational dimensions, such as performance, commitment, and achieving organisational goals. By integrating these dimensions, our definition offers a comprehensive framework emphasising the collaborative effort required among stakeholders across all levels to facilitate expatriate success. Furthermore, it extends beyond short-term success and objective measures to encompass a more processual and long-term perspective, aligning with recent research that considers both subjective and objective measures and outcomes (Baruch & Sullivan, 2022; Harry et al., 2019; Lazarova et al., 2021).

Subsequently, the second study draws from the multidimensional nature of expatriate success to further investigate the impact of under-researched individual psychological antecedents, namely, PsyCap and motivation, on the success of SIE nurses, particularly on their adjustment and perceived performance. Using PLS-SEM analysis on data collected from 149 SIE nurses, it was revealed that SIEs with higher levels of PsyCap tend to have the necessary psychological resources to adapt to new environments, overcome obstacles, and perform well, echoing the propositions made in the conceptual work of Davis et al. (2018). Additionally, the findings of this study corroborate the proposed association between PsyCap and motivation, aligning with the findings of Luthans et al. (2007), who demonstrated that PsyCap enhances motivation by fostering a sense of self-belief, optimism about achieving goals, and resilience despite challenges. Consequently, SIEs endowed with elevated PsyCap levels are predisposed to pursue their international objectives with sustained motivation. Consistent with earlier studies on domestic employees (Luthans et al., 2007; Walumbwa et al., 2010), PsyCap emerges as a positive antecedent of performance by enhancing individuals' belief in their capability to perform well. Furthermore, the findings reveal that motivation partially mediates the relationship between PsyCap and performance. Nevertheless, contrary to anticipations and previous research (Froese, 2012), SIE motivations do not positively impact their adjustment. Moreover, previous research on SIEs has proposed that adjustment directly impacts

performance, frequently conflating the two elements and blurring the boundaries between them (Nolan & Morley, 2014). Contrary to this presumption, we contest that adjustment does not always correlate with enhanced performance, asserting that performance and adjustment constitute distinct elements of expatriate success, reconfirming its multidimensional nature.

Finally, in the third study of this thesis, we extend our investigation into the subjective nature of expatriate success. Here, we specifically explore the role of another individual psychological antecedent that has received less attention in previous research. We investigate the role of identities on shaping expatriates' motives and perceptions of success among MEs. Our findings demonstrate that the prominent social identities among our informants—health professionals, peacekeepers, and military—significantly impact their motives and perceptions of success. According to SIA, strong and prominent identities motivate individuals to engage in behaviors that reinforce them (Ashforth & Mael, 1989). Thus, these prominent identities act as catalysts that drive individuals to undertake job opportunities abroad and contribute to their success in such endeavors. However, contrary to expectations, cultural identity appears to be absent among our MEs' prominent identities, which contrasts with the literature on expatriates emphasising its significance (De Cieri et al., 2007; Hugo, 2006; Inkson et al., 2007; Sussman, 2000; Wiles, 2008). The absence of cultural identity may be because ME healthcare providers interact with host country nationals only within their professional role and capacity, which emphasizes their professional identity and masks their cultural identity. This immersion in their work often leads them to perceive the foreign environment as less alien, neglecting the need to adjust to it and to enact their ethnic and cultural identities (Fisher et al., 2015). Moreover, the extreme context in which they operate activates their work roles and professional identities, aligning them with the global humanitarian values of peacekeeping missions (Karlsrud, 2015). An alternative explanation could be that the prominence of military identity among peacekeepers leads them to categorize locals as civilians ("the other" in terms of social identity theory) rather than specific ethnic or cultural groups. They view individuals from other battalions as part of an in-group, "we", sharing a collective military identity, regardless of origin. Finally, our results indicate that MEs evaluate success through identity validation in the international experience, considering success when they achieve their mission and subjective goals defined according to their identities; thus, their perception of success extends beyond traditional objective measures, aligning with recent literature focusing on subjective measures

(Jackson et al., 2023; Pinto et al., 2020), and calls for attention to the important role of identities in the definition of subjective success.

### 5.3. Theoretical Contributions

This section discusses the theoretical contributions of this doctoral dissertation. The three papers collectively seek to expand the knowledge on the construct of expatriates' success by providing a comprehensive definition encompassing objective and subjective dimensions. Moreover, the empirical studies demonstrate, at an individual level, how different antecedents and dimensions interplay and contribute to expatriate success. Each empirical paper explores distinct, less explored individual-level antecedents and their effects on the subjective dimensions of expatriate success by employing very specific and less-studied samples of expatriates. One study investigated SIE nurses, whereas another study investigated a specific type of OEs, namely, the MEs. Table 5.1 summarises the chapters of this doctoral thesis and their corresponding gaps and contributions.

**Table 5.1.** Summary of research gaps, questions, and contributions

<i>Research Gap</i>	<i>Research Question(s)</i>	<i>Main Contributions</i>	<i>Chapter(s)</i>
<b><i>Lack of consensus and clarity on the definition and measurement of expatriate success.</i></b>	<i>What are the key antecedents and dimensions of expatriate success at the individual, organizational, and interpersonal levels, and how do they interplay with each other?</i>	Providing greater insights into the different antecedents and dimensions of expatriate success and their interplay highlighting the construct's multidimensional and socially constructed nature.	Chapter 2  Article One: "What Does Expatriate Success Mean? Developing a Comprehensive Definition Through a Systematic Literature Review"
	<i>How can we comprehensively define expatriate success by considering both objective and subjective dimensions?</i>	Proposing an integrative definition of expatriate success that combines individual and organizational perspectives, incorporating both subjective and objective measures, which goes beyond the adjustment and performance on the assignment to also include the expatriate's overall career success.	Chapter 3  Article Two: "Self-Expatriate Nurses in Kuwait: The Positive Role of Psychological Capital in Facilitating Their Adjustment and Performance"  Chapter 4  Article Three: "Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success"

Table 5.1 - continued

<p><b><i>Lack of understanding regarding psychological factors, such as PsyCap, contributing to expatriate success, particularly SIEs'.</i></b></p>	<p><i>How do PsyCap and motivation influence SIEs' adjustment and perceived performance?</i></p>	<p>Empirically investigating the impact of PsyCap as a whole and motivation on SIEs' adjustment and performance.</p> <p>Empirically demonstrating that PsyCap and motivation are important resources that synergistically impact SIEs' performance.</p> <p>Empirically demonstrating that motivation partially mediates PsyCap-performance's relationship.</p> <p>Empirically demonstrating the lack of relationship between motivation and adjustment.</p>	<p>Chapter 3</p> <p>Article Two: "Self-Expatriate Nurses in Kuwait: The Positive Role of Psychological Capital in Facilitating Their Adjustment and Performance"</p>
<p><b><i>The crucial expatriate success's dimension "perceived performance" is neglected.</i></b></p>		<p>Cross-cultural adjustment, an objective measure, and perceived performance, a subjective measure, are different dimensions of expatriate success. Challenging the notion of an intertwined relationship between adjustment and performance by emphasizing the distinct dimensions of expatriate success, and hence highlighting the construct's multidimensionality.</p>	<p>Chapter 3</p> <p>Article Two: "Self-Expatriate Nurses in Kuwait: The Positive Role of Psychological Capital in Facilitating Their Adjustment and Performance"</p>
<p><b><i>Limited empirical research on non-Western SIEs.</i></b></p>		<p>Non- Western SIE nurses working in the Global South were surveyed to test the hypothesized relationships.</p>	<p>Chapter 3</p> <p>Article Two: "Self-Expatriate Nurses in Kuwait: The Positive Role of Psychological Capital in Facilitating Their Adjustment and Performance"</p>

**Table 5.1 - continued**

<p><i>research on the perception of success among unique under explored samples of AEs.</i></p>		<p>Military expatriates (ME) health professionals (nurses and doctors) were interviewed to answer the research questions.</p>	<p>Chapter 4  Article Three: "Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success"</p>
<p><i>Lack of understanding regarding the role of identities in expatriates' perceived success.</i></p>	<p><i>If and how do the prominent identities of military expatriates (MEs) relate to their motives for undertaking a mission and to their subjective perception of success?</i></p>	<p>Revealing how expatriates' professional and organizational prominent identities shape their motives and, subsequently, how the validation or invalidation of the prominent identities throughout the international mission lead them to perceive success or not, respectively.</p> <p>Adding depth to the subjective perception of expatriate success by including the concept of expatriates' identities self-verification.</p>	<p>Chapter 4  Article Three: "Military Expatriates' Multifaceted Identities and Their Roles in Shaping Their Motives for International Missions and Perceived Success"</p>

The contributions of this thesis span various areas of literature, including expatriate management within international human resource management (IHRM), healthcare personnel management, and military personnel management studies. In addition to the detailed contributions outlined in each paper, there are two overarching themes concerning theoretical contributions.

### 5.3.1. Establishing Conceptual Clarity

Expatriate success has been approached from diverse angles, encompassing both individual and organisational perspectives and objective and objectivist measures. This ambiguity in delineating and defining expatriate success has contributed to a lack of consensus regarding the construct and its measurement (Bonache & Noethen, 2014; Hemmassi et al., 2010). Hence, the conceptual part of this dissertation helps elucidate our understanding of expatriate success by identifying various antecedents and dimensions, categorising them across individual,

interpersonal, and organisational levels and emphasising their interplay across different levels. In doing so, this thesis emphasises the multidimensionality and socially constructed nature of expatriate success, proposing an integrative definition that is multidimensional and multilevel and encompasses both objective and subjective aspects of the construct. This definition extends beyond the expatriate's adjustment and performance during the foreign endeavor's limited time frame to include the expatriate's overall career success.

Furthermore, through its empirical studies, this thesis challenges established notions of expatriate success dimensions: adjustment and performance. Cross-cultural adjustment has been mainly positively linked to performance, with literature often indicating an intertwined relationship (Kraimer et al., 2001). Many studies have consistently argued that when expatriates are well adjusted to the host country's environment, their performance tends to be adequate (Lee & Sucoko, 2010). However, the initial empirical study within this thesis offers a deeper insight into these dimensions, revealing them to be distinct and unrelated. Therefore, although self-initiated expatriates may achieve adjustment, it does not guarantee high performance, and vice versa. The second empirical study of this thesis further validates the subjective nature of expatriate success. By showcasing how expatriates assess and perceive their success depending on the verification of their prominent identities throughout their international missions, we contribute toward more internal, individual-centric measures of success (Baruch & Sullivan, 2022). This mirrors the recent shift in the expatriate success literature, which acknowledges the importance of subjective career success (Mello et al., 2023).

Building on the clarity of this construct's objective and subjective dimensions enables researchers to measure expatriate success, adopting a holistic perspective where all stakeholders across the three levels capitalise on the expatriation process. Additionally, it underscores the need for an increased focus on precisely delineating the measured dimensions when addressing expatriate success because such precision fosters a shared understanding and facilitates comparability across studies. Furthermore, this conceptual clarity paves the way for researchers to investigate the various and distinct antecedents and dimensions that can be used to measure expatriate success, given its evolving nature. This underscores the complexity of expatriate success and the need for a nuanced approach that encompasses individual, interpersonal, and organisational dimensions and analysis levels and echoes recent research findings that consider both subjective and objective measures and success outcomes (Harry et al., 2019; Lazarova et al., 2021; Mello et al., 2023). This consideration of multiple levels and

dimensions of expatriate success challenges and critiques the long-standing focus of traditional studies, which often equate adjustment with success or solely emphasize expatriate performance as the determinant of success. Instead, this approach advocates for a more nuanced understanding by proposing a comprehensive topology of expatriate outcome dimensions (Brewster et al., 2014). Therefore, scholars aiming to evaluate the dimensions of expatriate success must carefully select those that are relevant and applicable to the expatriate context and consider a range of dimensions encompassing both objective and subjective criteria to capture a comprehensive understanding because both OEs and SIEs perceive their success through both objective and subjective lenses (Suutari et al., 2018). Existing literature often overlooks the inherent diversity in expatriates' experiences and opportunities for growth, frequently treating expatriation as a homogeneous phenomenon (Dabic et al., 2015; Mäkelä & Suutari, 2009). However, each expatriate experience and context are unique; hence, measuring its success holds unique, meaningful, and reflective dimensions.

### *5.3.2. Exploring Psychological Individual-Level Antecedents of Subjective Expatriate Success*

The literature has extensively explored distinct individual-level antecedents of expatriate success. However, recent research on career success highlights the necessity of considering individual antecedents of a less explored yet crucial facet of success, which encompasses individual well-being, self-identification, and self-actualisation (Guan et al., 2019). Additionally, there are calls to base investigations on theories that provide a suitable framework for understanding the role of individual antecedents in career success overall (Spurk et al., 2019) and specifically in expatriate success (Mello et al., 2023). In light of this, the second study grounds on conservation of resources theory (COR; Hobfoll, 1988) and self-determination theory (Ryan & Deci, 2000) to investigate the effect of PsyCap and motives as individual-level antecedents on the success of SIEs, particularly regarding their adjustment and performance. Additionally, the third study grounds on the social identity approach (SIA; Haslam, 2004) to explore how the prominent social identities of MEs shape their motives and perceptions of success. These theoretical frameworks help us explore understudied psychological individual-level antecedents of subjective expatriate success such as PsyCap, motives, and identities. Moreover, these empirical studies respond to several calls in the literature for the need to explore understudied samples of expatriates such non western SIEs

(Brewster et al., 2021; McNulty & Brewster, 2020), and a particular type of AEs, the MEs (Fisher, 2015).

For instance, our findings revealed that motives do not influence SIE adjustment, but they influence their performance, contrary to the existing literature (Froese, 2012). This underscores the importance of academics carefully considering the sample under investigation and examining expatriate success antecedents that are relevant and influential. Specifically, in the case of motives, researchers should explore whether expatriates are driven by external or internal factors because different motivations can lead to varying effects on expatriates, thereby eliciting diverse responses and outcomes. Furthermore, validating PsyCap's correlation with adjustment, motives, and performance, along with its grounding in COR, allows researchers to incorporate PsyCap into their investigations as a valuable personal resource. PsyCap encompasses hope, resilience, self-efficacy, and optimism, all of which are crucial antecedents for a psychologically well-equipped expatriate. Therefore, measuring this psychological aspect in expatriates can predict their outcomes. Drawing on COR, individuals strive to acquire or maintain personal resources to cope with stress, leading to positive behaviors. Additionally, positive interactions among different personal resources may synergistically facilitate various outcomes. Therefore, researchers can base their investigations on this theory and explore the effects of PsyCap and other personal resources on expatriate success dimensions relevant to their specific context of interest.

Continuing our exploration of under-researched individual-level antecedents and recognizing that outcomes desired for careers and defining perceived success reflect professional and social identities (Sullivan & Baruch, 2009) and that identities are at stake in international assignments (Sanchez et al., 2000), we delve into how prominent social identities shape MEs' motives and perceptions of success. Drawing on SIA, a validated identity is reinforced through activities that foster commitment and feelings of group membership (Ashforth & Mael, 1989). Additionally, once an identity becomes prominent, it significantly influences motivation, aligning with the perspective that motivation is influenced by "possible selves" - cognitive representations of oneself achieving specific goals (Markus & Nurius, 1986; Markus & Ruvolo, 1989). Therefore, when expatriates validate their prominent social identities in their missions, they are more likely to perceive their missions as successful. Hence, identities are an important antecedent in their perceived success. This empirical study responds to the initial calls by Kraimer et al. (2016), Andresen et al. (2015) and Tung (2016) on the need

to explore how expatriate identities are related to adjustment and failure. However, until today, studies have only focused on adjustment as a measure of expatriate success, ignoring other subjective dimensions like their perceived success. They have only focused on cultural identity, ignoring other identities that might be prominent during the international experience. Our study goes beyond these limitations by exploring how other prominent identities influence the perceived success of expatriates.

Overall, this thesis underscores the complexity of expatriate success and advocates for a nuanced approach that considers both subjective and objective measures of success, recognizing the evolving nature of expatriate experiences and uniqueness of each expatriate context.

#### **5.4. Practical Implications**

Research is primarily driven by the quest to identify practical solutions to apply and transfer evidence in policymaking and actionable lessons in practice (Oliver & Boaz, 2019). The practical insights provided in this thesis are aimed at HRM professionals responsible for establishing appropriate contexts and policies to facilitate expatriate success within organizations heavily reliant on expatriates. Although these insights are discussed throughout the chapters, this section consolidates the most crucial ones.

Beginning with Chapter 2, the conceptual clarity on expatriate success has provided evidence of its multidimensional nature and highlighted the nascent emergence of the importance of its subjective dimension. Hence, the main practical lesson that can be derived is that expatriate success has evolved in a way that underscores the imperative for organisations to adopt a comprehensive approach to managing expatriates. Rather than fixating solely on the organisational perspective and objective goals and dimensions of expatriate success for expatriate selection, training, and retention, it is crucial to incorporate the subjective dimension of their perceived success. Moreover, by aligning career development support with expatriates' perceptions, organisations foster not only expatriates' career progression but also knowledge sharing, thereby enhancing their organisational success. Additionally, the broader conceptualization of expatriate success extends to encompass the entire expatriate's career within the organization's global operations and expansions. Hence, organisations can mitigate disengagement post-repatriation by involving expatriates in defining and evaluating their success using multiple subjective indicators such as their career expectations beyond their

current foreign endeavour. This approach ensures that expatriates' expectations and mental representations of what success means are considered by their organisations, fostering a more proactive approach to career development. Capitalising on such organisational considerations, organisations can cultivate loyalty among their expatriates, particularly when the latter recognise that their organisations are concerned with their success expectations and perceptions and not only with organisational ones, which align with contemporary career models, such as protean and boundaryless career models (McDonald & Hite, 2008).

Moving to Chapter 3, two practical recommendations can be drawn from the first empirical study on expatriate management. This study was conducted on SIE nurses, and its practical contributions provide profound solutions, particularly in healthcare settings grappling with expatriate retention and workforce crises. However, any organisation that relies on expatriates can benefit from these recommendations. First, this study found that HR professionals can use PsyCap as part of their recruitment process to identify candidates with the potential to adjust quickly and perform better. By screening for PsyCap attributes such as hope, resilience, self-efficacy, and optimism, HR professionals can target individuals who are better equipped to thrive in challenging foreign environments, ensuring their future adjustment and performance and preventing their future turnover (Davies et al., 2019).

Second, HR professionals can design targeted training programs to boost expatriates' PsyCap by addressing specific deficiencies identified in PsyCap subconstructs. By developing hope, resilience, self-efficacy, and optimism, such interventions can help organisations empower their workforce to better cope with stressors, adapt to new work environments, and perform better. Hence, organisational psychologists and HR professionals could design training programs through concise (around two hours) online or in-person training sessions (Luthans et al., 2008) to address deficiencies in hope, resilience, self-efficacy, and optimism that might prevent the successful adjustment and performance of SIEs. Moreover, investing in PsyCap development fosters individual growth, which serves as a proactive measure to promote retention among expatriates. As with such interventions, organisations can help create supportive work cultures that encourage expatriates to remain with their organisations, thus reducing turnover rates and ensuring workforce stability.

Finally, the second empirical study in Chapter 4 was conducted on MEs, and its practical implications offer significant solutions, especially in military contexts like peacekeeping missions, where participants often encounter multifaceted challenges that make

it difficult to achieve objective and subjective expatriate success. Nevertheless, any organisation employing expatriates stands to gain from these suggestions. One practical lesson for HR professionals in their recruitment task is derived from the findings. HR professionals should consider self-identities when assigning an expatriate to an international experience and foresee if this identity can be validated during the experience with the roles that expatriates occupy in international assignments. This congruence allows for self-verification, which is the need to affirm one's identity by expressing it through identity-relevant behaviors (Burke, 1991). When alignment exists between an individual's perceptions of a situation and the identity standards associated with the prominent identity in that context, positive emotions are probably experienced, leading to enhanced performance (Haines & Saba, 2012; Gabriel et al., 2011).

Additionally, since expatriates' identities and motives may evolve during their foreign job experience, examining the congruence versus incongruence of these factors can indicate interventions that improve adjustment and performance, thereby enhancing the probability of success. Individuals derive their motives and goals from the subjective importance they attach to specific role identities. This inclination influences how individuals perceive situations, fulfill roles, and respond to identity-related cues (Burke, 1991). Therefore, organizations could tailor training programs to support identity congruence by aligning expatriates' motives and identities with their assigned roles. HR professionals can identify expatriates struggling to align their professional identities and motives with their tasks and roles. By adjusting contextual factors within the job environment, HR can increase situational relevance and facilitate the identity verification process. Such proactive alignment can reduce the adverse effects and emotional exhaustion that expatriates might experience, ultimately supporting their well-being and performance.

### **5.5. Limitations and Future Research**

In this section, the main limitations of each chapter are thoroughly addressed. Regarding the theoretical part, in Chapter 2 (Study 1), despite efforts to systematically identify and select relevant studies, there might still be a bias toward published literature because we searched only for publications in English and two databases, Scopus and WoS. It would have been more comprehensive if we had checked a third source, such as EBSCOhost and ProQuest, and in other languages, particularly those from non-Western countries where English may not be the primary language of scholarly communication.

Our research does not investigate different types of expatriates, such as flexpatriates, short-term assignees, international commuters, business travelers, and nontraditional and minority expatriates (Mäkelä et al., 2017; Hutchings, 2021). Instead, the focus is only on OEs and SIEs. However, it is crucial to explore whether there are variations in the measures and criteria for success among various categories of expatriates. Future studies, specifically SLRs, could examine the success measures used in studies involving these unconventional expatriate groups. Moreover, it would be interesting to contrast the dimensions used mainly by organizations with those of diverse expatriate groups in defining the subjective aspect of expatriate success. For instance, the protean career of SIEs might prioritize individual dimensions like work–life balance or satisfaction, in contrast to other expatriate types. Similarly, comparing the success criteria of expatriates with those of migrants could offer valuable insights into the socially constructed nature of this concept and present a promising avenue for research.

Additionally, considering that almost half of the articles defining expatriate success (in Chapter 2) lack theoretical grounding, it might be wise to abandon the concept entirely and instead shift the attention to the broader notion of the overall career success of international employees in future research. By drawing from HRM and occupational psychology theoretical models such as the theory of work adjustment (Dawis & Lofquist, 1984), future studies can enhance and theorize the understanding of career success for expatriates (Pinto et al., 2020), giving more weight to individual perspectives alongside the organizational viewpoint (Becker, 1975; Kristof, 1996). Moreover, they should shift to consider multiple measurement criteria, including objective measures like job satisfaction and organizational commitment and subjective perceptions defined by expatriates themselves, to encompass the subjective and socially constructed nature of expatriate success. Although the consideration of multidimensional consideration (of objective and subjective measures) has been widely addressed in career development literature (Briscoe et al., 2021), it remains largely unexplored in expatriate research. Hence, future studies should also incorporate subjective measures and explore expatriates' expectations and definitions of success (Spurk et al., 2019) through qualitative or mixed-methods approaches. Finally, a promising research direction is to develop and validate a questionnaire based on qualitatively identified meanings and idiosyncratic definitions of subjective expatriate success. Given the cultural sensitivity of success meanings,

conducting this study cross-culturally is recommended to ensure the development of a culturally sensitive scale.

The empirical studies also uncovered some limitations. First, in Chapter 3, aligning with previous research practices (Selmer & Luring, 2012) to minimize significant bias in the findings, Study 2 relies on self-reported performance measures, which may lead to overestimations. Hence, future research should improve data robustness by incorporating diverse sources, such as supervisor ratings and peer evaluations, to comprehensively evaluate PsyCap and expatriate performance. Furthermore, integrating alternative data collection methods, such as observational assessments or interviews, could provide a more comprehensive understanding of respondents' perceived success. Such an investigation would have added more depth to the SIEs' experiences. This study was limited in this aspect because of travel constraints; however, future research would benefit from using a mixed-methods approach to gain a more comprehensive understanding of the data.

Second, the study exclusively focuses on a single hospital, which restricts the generalizability of the result but allows control over critical contextual variables. Third, the study does not differentiate between adjustment, performance, and motives' subdimensions, which may limit further understanding. Future research should differentiate these aspects to gain deeper insights into the potentially detrimental effects of overlooked motivation on performance among specific occupational groups within SIEs. Although Chapter 3 (Study 2) recognised the varied national origins of respondents, it did not compare their responses based on their respective national backgrounds. Disparities in cultural backgrounds and experiences within each nationality group may shape their perceptions of PsyCap, motivation, adjustment, and performance. Cultural dimensions such as individualism–collectivism, power distance, and uncertainty avoidance could influence how nurses interpret and respond to survey questions. Future research on expatriates' PsyCap and their success could probe these cultural nuances more profoundly to contextualise study findings better and enhance cross-cultural comparability.

Additionally, this cross-sectional study provides a screenshot of valuable data for testing the relationships of variables among the selected population (Spector, 2019). However, given that PsyCap is considered a state-like and malleable construct (Luthans et al., 2010), this study did not capture variations in nurses' PsyCap and how it may have influenced their motivation, adjustment, and performance. Future research could adapt longitudinal studies

spanning multiple time points (once on set, midway through their journey, and just before transitioning to another job or country) to gain insights into these variables over time, offering a more dynamic perspective on nurses' PsyCap and its impact on their dimensions of success.

In Chapter 4 (Study 3), one notable limitation of our study is the restricted scope of the interviewee pool, which included members from only four of the 48 deployed contingents. Although our findings provide valuable insights, a more diverse participant pool encompassing a broader range of nationalities could have further enriched our exploration. However, broader access was not feasible because of the security restrictions imposed by the headquarters on the members of UNIFIL. Although the four nations represented in the interviews encompassed distinct cultural and geographical backgrounds, comparing battalions was impossible due to the troops' refusal to disclose their nationality explicitly. Had such disclosure been permissible, it could have facilitated a meaningful comparison between Western and non-Western battalions, potentially revealing additional dimensions of expatriate success perception. Although the interviews were conducted in-depth and privately, language barriers prevented deeper exploration as both the interviewer and interviewee communicated in English, which was not the native language of either party.

Finally, it is important to acknowledge the challenges associated with the sensitive nature of the MEs' missions in Lebanon, which made securing access to these interviewees difficult. Consequently, this led to another limitation: conducting only one interview with each ME. Access to MEs who failed to complete their missions was also unattainable, preventing a deeper analysis of their motives and perceptions of success. Future studies should consider conducting multiple interviews with participants at different stages of their mission, including those who prematurely departed, allowing for a more comprehensive understanding of their experiences. Such a sequential approach could have provided nuanced insights into the evolving dynamics of their roles and challenges.

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## Appendices

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## *Chapter 5. Conclusion*

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## 1. Ethical (IRB) Approval to Conduct Research on Human Subjects



UNIVERSITAT  
ROVIRA I VIRGILI

**CEIPSA**

**Comitè Ètic d'Investigació en Persones, Societat i Medi Ambient**

*En español a continuación / In English below:*

**CATALÀ**

**DICTAMEN**

**AITOR GÓMEZ GONZÁLEZ**, President del Comitè Ètic d'Investigació en Persones, Societat i Medi Ambient de la Universitat Rovira i Virgili (CEIPSA) dona fe dels acords aprovats.

Aquest Comitè, en la reunió de data 26/2/2021, acta número 3/2021, ha avaluat i decidit emetre Informe favorable perquè es realitzi l'estudi titular:

"Expatriate healthcare professionals: an exploration of the influencing factors on their adjustment and performance"

**Codi CEIPSA:** CEIPSA-2021-TD-0001

**Directora de la tesis:** Rosalia Montserrat Cascón Pereira

**Doctoranda:** Nour El Amine

**CONSIDERA QUE:**

- La proposta de projecte presentada està d'acord amb les bones pràctiques científiques, els valors de correcció científica, capacitat, justícia, solidaritat, protecció dels subjectes vulnerables, tracte digne, autonomia personal, privacitat, confidencialitat, reparació del dany i respecta els Drets humans.
- La proposta de projecte compleix amb la legislació europea, espanyola i catalana vigent aplicable, així com la normativa pròpia de la URV en matèria d'R+D+I.
- La proposta de projecte compleix amb les exigències metodològiques, ètiques i jurídiques en l'àmbit de les competències de l'CEIPSA, en relació amb els següents aspectes:
  - a) Valor social i justificació del projecte.
  - b) Personal investigador.
  - c) Metodologia.
  - d) Aspectes ètics específics: risc-benefici, mesures de prevenció i reparació del dany, selecció i reclutament, protecció de subjectes vulnerables, informació, consentiment, privacitat i confidencialitat.
  - e) Compliment de la documentació: consentiment informat, document de seguretat de l'arxiu, autoritzacions i requisits normatius vigents.
- Aquest comitè informa que en tractar-se d'una recerca que es durà a terme a d'altres països, com Kuwait i Qatar, hi pot haver aspectes legals propis de la normativa d'aquests països desconeguts per aquest comitè. També es recomana que la doctoranda es comprometi a treballar segons els codis de bones pràctiques científiques d'aquests països.



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*En el cas que s'avaluï algun projecte en què participi com a investigador / col·laborador algun membre d'aquest comitè, s'absentarà de la reunió durant la discussió de l'estudi.*

La composició a la data de l'avaluació de l'CEIPSA de la Universitat Rovira i Virgili és la següent:

**President**

**Dr. Aitor González Gómez**

*Professor Agregat del Departament de Pedagogia de la URV*

**Secretària**

**Sra. Cristina Salvadó Baza**

*Secretària CEIPSA*

**Vocals**

**Dr. António Miguel Osório Da Costa**

*Professor Agregat del Departament d'Economia de la URV*

**Dra. Gisela Cebrián Bernat**

*Professora Lectora del Departament de Pedagogia de la URV*

**Dra. Josefa Canals Sans**

*Catedràtica d'Universitat de Departament de Psicologia de la URV*

**Dra. María Dolores Jiménez López**

*Professora Agregada del Departament de Filologies Romàniques de la URV*

**Dra. Maria Teresa Novo Molinero**

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**Antonio Cortés Martínez**

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**Sra. Mireia Herranz Aparicio**

*Delegada de Protecció de Dades de la URV*

**Sra. Gemma Garcia Camps**

*Coordinadora de l'Oficina de Prevenció de Riscos Laborals Mancomunada de la URV i la FURV*

**Sra. Sandra Rodríguez Rodríguez**

*Jurista del Gabinet Jurídic de la URV*

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Dr. Aitor Gómez González

President CEIPSA URV



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**Comitè Ètic d'Investigació en Persones, Societat i Medi Ambient**

**ESPAÑOL**

**DICTAMEN COMITÉ ÉTICO DE INVESTIGACIÓN EN PERSONAS, SOCIEDAD Y MEDIO AMBIENTE**

**DON AITOR GÓMEZ GONZÁLEZ, Presidente del COMITÉ ÉTICO DE INVESTIGACIÓN EN PERSONAS, SOCIEDAD Y MEDIO AMBIENTE DE LA UNIVERSITAT ROVIRA I VIRGILI (CEIPSA) da fe de los acuerdos aprobados.**

Este Comité, en su reunión de fecha 26/2/2021, acta número 3/2021, ha evaluado y decidido emitir Informe Favorable para que se realice el estudio titulado:

“Expatriate healthcare professionals: an exploration of the influencing factors on their adjustment and performance”

**Código CEIPSA:** CEIPSA-2021-TD-0001

**Directora de la tesis:** Rosalia Montserrat Cascón Pereira

**Doctoranda:** Nour El Amine

**CONSIDERA QUE:**

- La propuesta de proyecto presentada está de acuerdo con las buenas prácticas científicas, los valores de corrección científica, capacitación, justicia, solidaridad, protección de los sujetos vulnerables, trato digno, autonomía personal, privacidad, confidencialidad, reparación del daño y respeta los Derechos humanos.
- La propuesta de proyecto cumple con la legislación europea, española y catalana vigente aplicable, así como la normativa propia de la URV en materia de I+D+I.
- La propuesta de proyecto cumple con las exigencias metodológicas, éticas y jurídicas en el ámbito de las competencias del CEIPSA, en relación con los siguientes aspectos:
  - a) Valor social y justificación del proyecto.
  - b) Personal investigador.
  - c) Metodología.
  - d) Aspectos éticos específicos: riesgo-beneficio, medidas de prevención y reparación del daño, selección y reclutamiento, protección de sujetos vulnerables, información, consentimiento, privacidad y confidencialidad.
  - e) Cumplimiento de la documentación: consentimiento informado, documento de seguridad del archivo, autorizaciones y requisitos normativos vigentes.
- Este comité informa que en tratarse de una investigación que se realizará en otros países, como Kuwait i Qatar, puede haber aspectos legales propios de la normativa de estos países desconocidos por este comité. También se recomienda a la doctoranda que se comprometa a trabajar los códigos de buenas prácticas científicas de estos países.



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*En el caso que se evalúe algún proyecto en el que participe como investigador/colaborador algún miembro de este comité, se ausentará de la reunión durante la discusión del estudio.*

La composició a la fecha de la evaluació del CEIPSA de la Universitat Rovira i Virgili es la siguiente:

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**Sra. Sandra Rodríguez Rodríguez**

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ENGLISH

**STATEMENT BY THE ETHICS COMMITTEE CONCERNING RESEARCH INTO  
PEOPLE, SOCIETY AND THE ENVIRONMENT**

**AITOR GÓMEZ GONZÁLEZ, President of the ETHICAL COMMITTEE CONCERNING  
RESEARCH INTO PEOPLE, SOCIETY AND THE ENVIRONMENT OF THE UNIVERSITAT  
ROVIRA I VIRGILI (CEIPSA) attests to the agreements passed.**

During its meeting on 26/2/2021 (archive number 3/2021), the Committee evaluated and decided to issue a Favourable Report for the study entitled:

“Expatriate healthcare professionals: an exploration of the influencing factors on their adjustment and performance”

**CEIPSA code:** CEIPSA-2021-TD-0001

**Director of the doctoral thesis:** Rosalia Montserrat Cascón Pereira

**Doctoral student :** Nour El Amine

**THE COMMITTEE CONSIDERS THAT:**

- The project proposal presented is in accordance with good scientific practices and the values of scientific correctness, training, justice, solidarity, protection of vulnerable subjects, dignified treatment, personal autonomy, privacy, confidentiality, reparation of damage and respect for human rights.
- The project proposal complies with current applicable European, Spanish and Catalan legislation, as well as the URV's own regulations on R+D+I.
- The project proposal complies with the methodological, ethical and legal requirements within the scope of CEIPSA's competences and in relation to its:
  - a) Social value as a project.
  - b) Research staff.
  - c) Methodology.
  - d) Specific ethical aspects, namely the risks and benefits, the measures regarding damage prevention and repair, the processes regarding selection and recruitment, the protection of vulnerable subjects, and the aspects relating to information, consent, privacy and confidentiality.
  - e) Compliance with the documentation, namely the informed consent document, the document confirming file security, the authorizations and the current regulatory requirements.
- This committee informs that in the case of an investigation to be carried out in other countries, like Kuwait and Qatar, there may be legal aspects of the regulations in these countries that are unknown to this committee. The doctoral student is also recommended to commit to working on the codes of good scientific practice in the countries.

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***Comitè Ètic d'Investigació en Persones, Societat i Medi Ambient***

*If a member of this committee participates as a researcher / collaborator in a given project, they will not attend any meeting at which the project is discussed.*

On the date of the URV's CEIPSA evaluation, the committee's members were:

**President**

Dr Aitor González Gómez  
*Associate Professor of the Department of Pedagogy of the URV*

**Secretary**

Mrs. Cristina Salvadó Baza  
*CEIPSA Secretary*

**Members**

**Dr António Miguel Osório Da Costa**  
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**Ms Gemma Garcia Camps**  
*Coordinator of the Joint Occupational Risk Prevention Office of the URV and the FURV*

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Signed by

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# What does expatriate success mean? Developing a comprehensive definition through a systematic literature review

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What does  
expatriate  
success mean?

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### Abstract

**Purpose** – Despite being one of the most used dependent variables in expatriate management research, no clear-cut understanding exists of what expatriate success means. Thus, this study aims to propose an integrative definition of expatriate success by providing an overview of expatriate success's dimensions, antecedents, and their interplay.

**Design/methodology/approach** – A systematic literature review (SLR) was conducted to achieve the purpose. A total of 249 empirical studies (quantitative 111, qualitative 50, mixed-methods 17), literature reviews (67) and meta-analyses (4) on expatriate success were reviewed from Web of Science and Scopus databases published from 1990 until December 2021. The study selection criteria followed the PRISMA flowchart steps, and then descriptive and network analyses were performed to identify expatriates' success dimensions, antecedents and their interplay.

**Findings** – The findings show the interplay among antecedents and dimensions of expatriate success across three levels (individual, interpersonal and organisational) to clarify the concept of expatriate success. Also, the study offers a comprehensive definition of expatriate success based on the dimensions identified.

**Research limitations/implications** – The suggested definition of expatriate success elucidates the "atheoretical", multidimensional and socially constructed nature of the construct and hence, calls for more "theoretical", multidimensional and subjective considerations of the term to ground human resource management practices addressed to attain expatriates' success.

**Originality/value** – This paper provides an integrative definition of expatriate success, giving greater insight into the construct, in addition to critically reflecting on it.

**Keywords** Expatriate success, SLR, PRISMA approach, Cross-cultural adjustment, Performance, Career development

**Paper type** Literature review

### Introduction

Despite the worldwide crises and current global turmoil (PWC Global Crisis Survey, 2021), organisations largely remain dependent on expatriates for business success and expansion. They rely on them to establish business relations, transfer knowledge, control the subsidiary, or achieve goals set before the assignment (DeNisi and Sonesh, 2016). Accordingly, expatriate

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**Conflict of interest declaration:** The authors declare that no direct or indirect conflict of interest influences our work and its objectivity.



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success demonstrates a prominent position in the literature on expatriate management as the primary dependent variable (e.g. Kraimer and Wayne, 2004; Reiche and Harzing, 2011).

Nevertheless, this literature presents no consensus on what expatriate success means or how it is measured (Hemmasi *et al.*, 2010). Expatriate success has been conceptualised in various ways, from individual and organisational perspectives and through objective and objectivist measures. Traditionally success depended on whether the expatriate stayed or left the mission (Caligiuri and Cascio, 1998) which is a direct, objective and observable fact from the organisational perspective. Next, the second and most extended conception of expatriate success has been an adjustment-defined as the extent to which expatriates are comfortable living abroad (e.g. Black, 1990; Black and Gregersen, 1991)– to the new assignment and environmental context. However, this is an “objectivist measure” of career success since respondents rate their level of adjustment with researcher-imposed expatriate success criteria without considering the concept’s subjective nature (Briscoe *et al.*, 2021). A third and more contemporary conception of expatriate success is based on achieving the organisational goals for the assignment (Harzing and Christensen, 2004). Even though this measure of success is not standard but adapts to the nature of each organisation and international mission, it still leaves out the phenomenological and subjective nature of the construct. The lack of consensus on expatriate success measures and definitions extends to the studies investigating their antecedents. For instance, they associated expatriate success with one or more of the following: adjustment (Black *et al.*, 1991), withdrawal cognitions (Shaffer and Harrison, 1998), job performance (Caligiuri, 1997), organisational commitment (Florkowski and Fogel, 1999) and assignment completion (Reiche and Harzing, 2011). The most widely used dimension as a proxy measure of expatriate success is cross-cultural adjustment (CCA), performance, satisfaction and organisational commitment, respectively (Hemmasi *et al.*, 2010). Also, this disagreement is evident in how studies used one concept (e.g. adjustment) as either a measure (e.g. DeNisi and Sonesh, 2016) or antecedent of success (e.g. Benson and Pattie, 2009; Templer, 2010; van Bakel *et al.*, 2011). Regarding this, a more comprehensive understanding of expatriate success that considers its multidimensionality is needed.

On another note, according to the dictionary, success is “the fact that an individual has achieved something they want and have been trying to do or get” (Oxford University, 2022). Also, contemporary careers literature suggests that career success is “the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, organisation, or society” (Mirvis and Hall, 1994, p. 366). Both definitions are synonymous with individual achievement and depend on objectives, which are subjective and differ from one individual to another. Hence, being “successful” holds different meanings for different people (Nugin and Onken, 2010). Furthermore, success is a socially constructed phenomenon (Dries, 2011). However, this socially constructed, phenomenological and subjective nature has been overlooked in the extant definitions of expatriate success often disregarding various aspects of expatriate success depending on whether it’s explored from an individual or organisational perspective (e.g. Kraimer and Wayne, 2004; Van der Laken *et al.*, 2016). For instance, defining expatriate success as the completion of the assignment (Tung, 1981) overlooks the expatriate performance throughout, the repatriate turnover from the organisational perspective (e.g. Mezas and Scandura, 2005), expatriate subjective perceptions of success (e.g. Mello *et al.*, 2020) or their perceived career expectations from the individual’s perspective (Haski-Leventhal *et al.*, 2020; Sokro *et al.*, 2021). Thus, this “objective” conception is insufficient to capture the multidimensionality of the construct of expatriate success particularly when recently the subjective dimension of expatriate success expressed as forms of work satisfaction, life satisfaction, or well-being related to career (Canhilar *et al.*, 2015) has gained importance. Therefore, a broader conception of expatriate success that considers its subjective nature is needed.

Therefore, this study aims to provide a comprehensive understanding of expatriate success by conducting a systematic literature review (SLR) guided by the following objectives: (1) identify the dimensions and antecedents of expatriate success, (2) determine the interplay among them and (3) identify previous definitions of expatriate success in the literature and provide an integrative definition of it. By achieving these objectives, the contribution of this SLR to the expatriate literature is twofold. First, it provides greater insight into the different dimensions of expatriate success and their interplay, highlighting the construct's multidimensional and socially constructed nature. Second, it provides an integrative definition, combining individual and organisational perspectives with subjective and objective measures of success.

In what follows, we describe in detail how we proceeded with the SLR following Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) steps (selection process, article risk of bias assessment, methods of analysis) and, then discuss the findings. Finally, we conclude and reflect on the possibilities for future research that this new integrative understanding of the construct provides.

## Methods and methodology

### *Study selection process*

We conducted a SLR (Tranfield *et al.*, 2003) to elucidate the concept of expatriate success further and critically analyse what has been missed from this concept. Compared to narrative literature reviews, SLR minimises the bias involved in identifying, selecting and analysing studies, as it is based on replicable methods (Needleman, 2002). Our SLR documents were selected, and the findings reported according to the PRISMA approach (Moher *et al.*, 2009). This approach is most suitable for SLR because it eliminates bias in the above tri-phasic (article selection, analysis and reporting) workflow (Petticrew and Roberts, 2006; Priyashantha *et al.*, 2021a, b).

Following the 3-step PRISMA flow diagram (Figure 1: Page *et al.*, 2021) for study selection, the first step involved determining search terms, selection criteria and electronic databases. Preliminary results show that 'expatriate success' was commonly associated with keywords like adjustment, performance, productivity, satisfaction, turnover and withdrawal. Our inclusion criteria (Table 1) were document types (book chapters, conference proceedings, journal articles), English language, and published between 1990 and 2021. Next, we searched Scopus and Web of Science separately using the combined terms ('expatriate success') AND each keyword in the topic, title and abstract.

Searches on Scopus and WOS yielded 895 studies. After eliminating duplicates, we reviewed the titles and abstracts of 650 studies for relevance. We excluded 388 unrelated documents (e.g. seasonal marine life expatriation, novels). After which, we conducted a second round of inspection, resulting in 262 studies. Out of these, 13 studies were excluded because of inaccessibility. Then, we screened the remaining 249 eligible studies, recording the journal name, year, author, information on the nature of the study, theory(ies) adopted, variables used as either antecedents and/or dimensions, methods, themes and whether an explicit definition of expatriate success is provided (Table A1 in appendix).

### *Study risk of bias assessment*

Study selection and subsequent analysis may be significantly influenced by the researcher's subjectivity, negatively affecting the review's quality (Kitchenham and Charters, 2007). However, the empirical evidence in support of quality assessment is so little that no consensus exists on the basis of such assessments (Thomas and Harden, 2008). As such, the selected studies were subjected to an assessment that is based on the relation with our focus

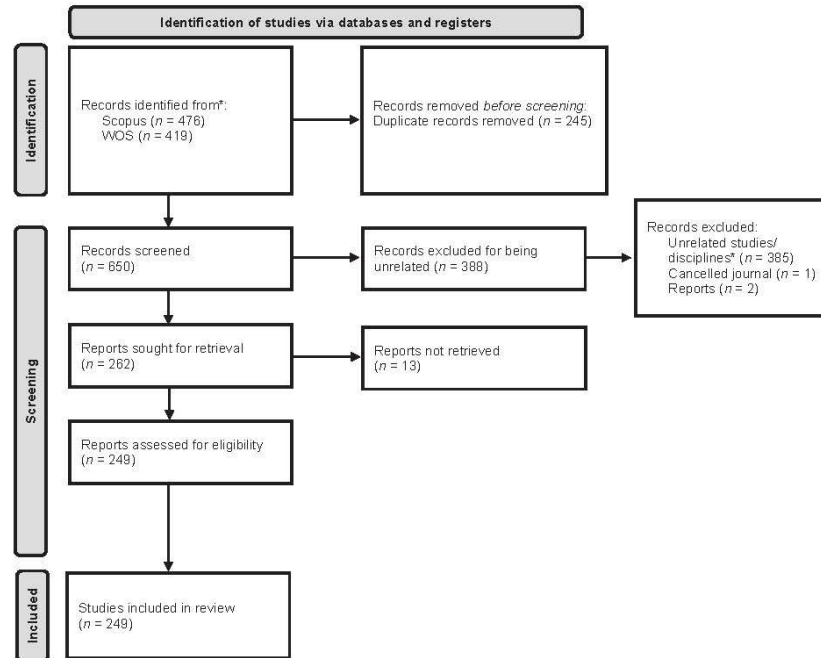
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**Figure 1.**  
PRISMA article  
selection flow diagram

**Note(s):** Unrelated studies/disciplines: Addresses expatriates but not their success (123), International HR Practice but not specific to expatriates (84), Abstract in English but main body in a foreign language (7), Literature (biography, poetry, novel) (3), Culture and communication unrelated to expatriate success (83), Family studies (migration, teenagers, couples) (41), Unrelated research disciplines (e.g., animal expatriate, space studies, botany) (19), Economics (7), Project management (5), Sports studies (13)

**Source(s):** Adapted from Page *et al.*, (2021)

Inclusion criterion	Focus on
1	Published studies starting 1990 to December 2021 <sup>3</sup>
2	Various document types (journal articles, books, book chapters, conference proceedings)
3	Publications address expatriate success and related factors
4	Publications must be in English

**Note(s):** <sup>3</sup> Studies investigating expatriates and their success started to emerge after the seminal work by Black and Stephens (1989), who addressed expatriate adjustment. Our cut-off date was December 2021, as we started the search in January 2022

**Source(s):** Authors 'own (2023)

**Table 1.**  
Inclusion criteria

on the research, and the inclusion and exclusion criteria only, and coupled with the fact that only WOS- and Scopus-retrieved publications were considered on the basis that such documents have already been peer-reviewed (Xiao and Watson's, 2019). That was done

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independently and in parallel by the two authors of this article (Brereton *et al.*, 2007) who formed a consensus regarding the 249 included studies.

*Methods of analysis*

We performed a 'descriptive analysis (see Findings) by identifying the frequency that expatriate success-related variables were treated as dimensions and/or antecedents of success, authors, dates, journals, research methodologies, data collection techniques, unit of analysis (individual, interpersonal and organisational levels) and theories. This allowed us to satisfy objectives to (1) identify the dimensions and antecedents of expatriate success (Table A1 in the appendix) and (3) clarify the definition of expatriate success in the previous literature (Table A2 in the appendix). Hence, antecedents, dimensions and definitions were the overarching themes or analytical codes extracted deductively from the research objectives.

Through inductive thematic analysis of the articles (Thomas and Hardens, 2008), we were able to identify different dimensions (e.g. CCA, Performance, Satisfaction) and antecedents (e.g. CCA, Motivation to migrate, Interaction with HCNs) of success as first-order codes and classify them into three levels (individual, interpersonal and organisational). Subsequently, we used these first-order and second-order codes to analyse expatriate success definitions and trends based on the frequencies of these codes (see findings). Next, we conducted this analysis manually by tabulating the information in chronological order for a better understanding (Table A1 in the appendix) and to highlight the contrast and trend of expatriate success definition across the years (Table A2 in the appendix). Drawing on Rousseau *et al.*'s classification (2008), we used integration and interpretation methods to analyse and synthesise our data. Integration is a process of triangulation across different studies and methods to answer specific questions and examine the approaches taken to the topic. This enabled us to answer the following questions: What variables did the studies consider and how? How did the studies define expatriate success? And what theoretical framework did they adopt? Interpretation involves collecting descriptive data, pinpointing its common concepts and transferring them to new classifications to develop new constructs. Although, we didn't explicitly develop a new construct, however in systematically classifying its dimensions and critically indicating what is missed from the extant definitions we extended and developed the construct further.

We used VOSviewer version 1.6.11 (Van Eck and Waltman, 2010) to generate a perceptual map of the final sample to satisfy objective (2), that is to determine the interplay between antecedents and dimensions of expatriate success. VOSviewer is a software tool that helps create and visualise maps based on network data using objects of interest (e.g. keywords). The relationship between these items is shown by the way they link together. All of the links and items constitute the network. After running our sample, the final list contained 29 terms (Figure 2). These terms are connected by lines and are labelled with coloured nodes. The node's size is positively correlated with the occurrence of terms in the titles and abstracts. The more co-occurrences between two terms is evident in their closer proximity on the map, colour similarity and the stronger the link between them (Van Eck and Waltman, 2010). Finally, we obtained a complex visualisation of clusters and networks (Figures 3 and 4). The five clusters demonstrate how the antecedents and dimensions of expatriate success are interrelated, thus helping us to attain objective 2. For example, in the blue cluster-the biggest node- (CCA) is linked to HCNs, attitude, satisfaction and turnover intentions. This linkage helps answer our objective to determine the interplay between antecedents and dimensions of expatriate success.

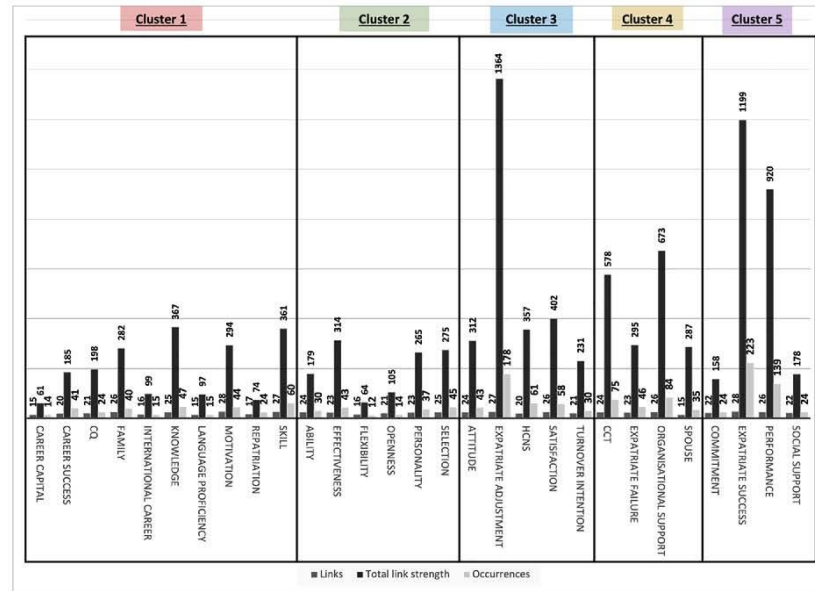
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Source(s): Authors' own (2023)

Figure 2. Links, total strength links and occurrences of the terms in the VOSviewer maps

## Findings

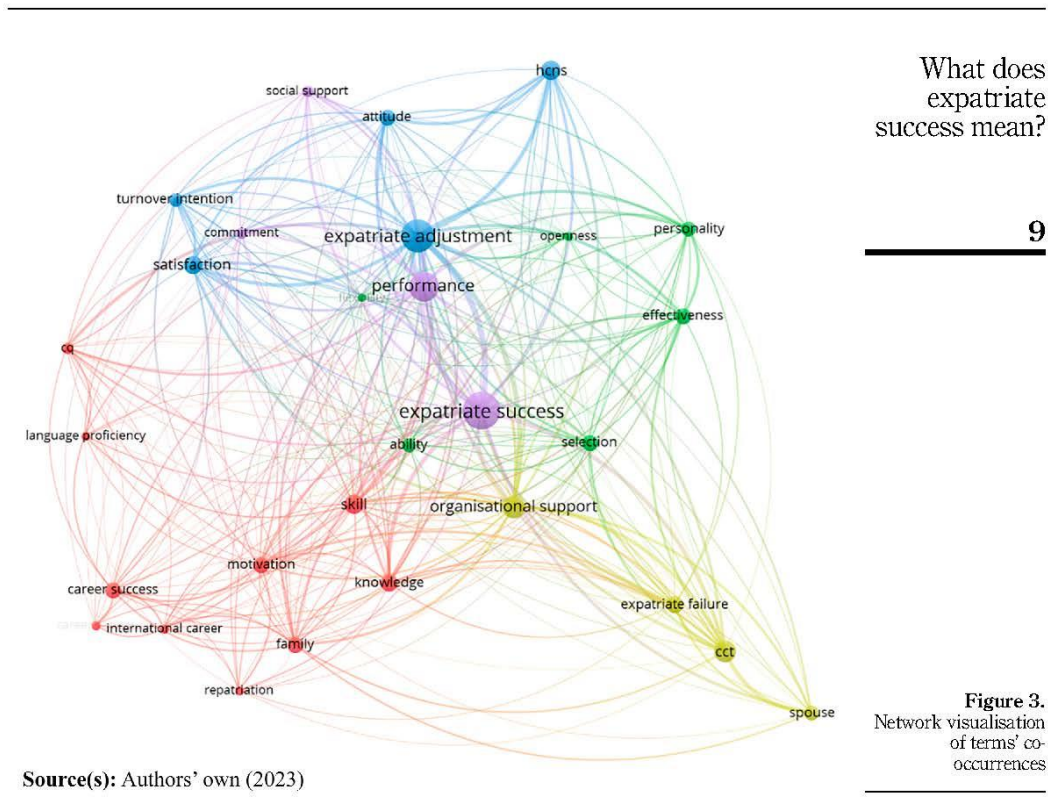
### Profile of included studies

This section explains the characteristics of the final 249 studies we included (Table 2). The 249 studies were published between 1990 and 2021 across 104 journals, 14 books and 15 of which were conference proceedings. These studies involve 482 authors from 41 countries, indicating broad coverage. The average citation rate for each article during this period was 34. In total, 531 author keywords were determined. 111 studies adopted quantitative methods (44.6%), 64 were conceptual (25.7%), 50 qualitative (20%), 17 mixed-methods (6.8%), four meta-analyses (1.7%) and three conducted SLRs (1.2%).

### Identifying the dimensions and antecedents of expatriate success

This section addresses our first objective: identifying the dimensions and antecedents of expatriate success. Across 249 studies, relationships between factors considered antecedents or dimensions of expatriate success were investigated (Table A1). Noticeably, 167 studies (67.1%) were atheoretical in contrast to, 82 (32.9%) which were theory-informed (the 10th column in Table A1). Although in this analysis, we do not distinguish between Oes (organisational expatriates) and SIEs (self-initiated expatriates), and our findings confirm Pinto *et al.*'s (2020) criticism of SIE's studies as atheoretical or theoretically fragmented without further understanding underlying motives and drivers of success. However, in the last 4 years, theory-based explanations of expatriate success increased (Figure A1 in the appendix).

Two dimensions received the most attention in expatriate studies, namely the individual (62.6%) and the organisational (45%). Recently, the interpersonal dimension gained further attention (6.8%). Various studies investigated the individual dimensions: subjective and self-



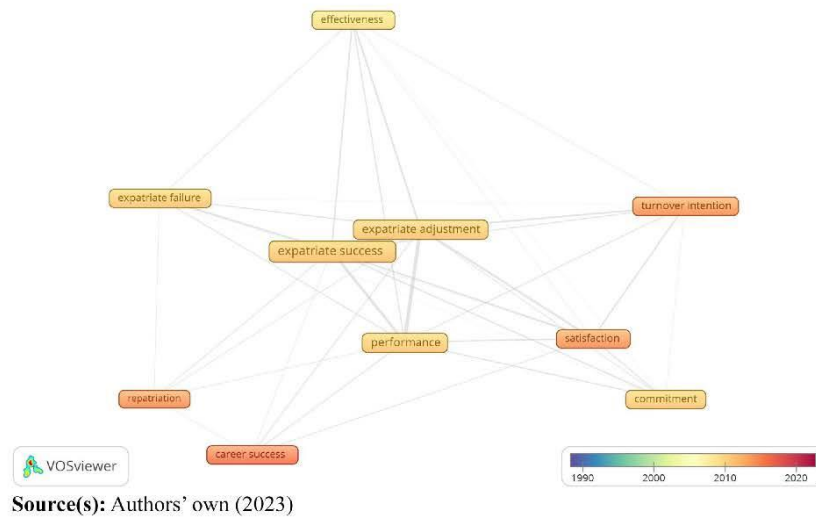
reported such as CCA (Webb and Wright, 1996; Cao *et al.*, 2013), satisfaction, whether life, self, career, or job (Gabel *et al.*, 2005; Canhilar *et al.*, 2015), success, whether in the career, job or in self-development (Cerdin and Le Pargneux, 2009; Bashir *et al.*, 2021), the expatriate's perspective on work-family balance (Valk *et al.*, 2014), job security, personal growth, authenticity and ability to live contentedly (Valk, 2021). Other dimensions investigated were knowledge gain (Bonache and Zarraga-Oberty, 2008), financial gains (earnings, salaries) and promotions and the duration to obtain the latter after the assignment (Bolino, 2007).

The organisational dimensions considered are expatriate performance (e.g. Hiltrop and Janssens, 1990; Caliguiri and Phillips, 2003), intention to complete the international assignment (IA) (Kraimer and Wayne, 2004), completing the IA (Caliguiri, 1997), effectiveness during the IA (Lee and Donohue, 2012), achieving organisational goals (Porter and Tansky, 1999), job withdrawal intentions (Harcar and Harcar, 2004), turnover intentions (Bozionelos, 2009), commitment to the organisation (Hemmasi *et al.*, 2010), tenure after repatriation (Varner and Palmer, 2005), expatriate return on investment (McNulty and Cieri, 2013), ability to work effectively (Lee and Donohue, 2012) and the organisation's use of knowledge gain (Toh *et al.*, 2012).

Lastly, the interpersonal dimensions are concerned with relationship building and identification with the team abroad (Harrison and Shaffer, 2005), knowledge transfer among host-country nationals and their career capital gain (Toh *et al.*, 2012), contribution to society

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**Figure 4.**  
Overlay visualisation  
of terms

Source(s): Authors' own (2023)

**Table 2.**  
Profile of included  
studies

Description	Results
Timespan	1990:2021
Journals	104
Journal articles	220
Conferences	15
Books	14
Authors	482
Countries	41
Average citation per article	34.166
Authors keywords	531

Source(s): Authors' own (2023)

and family (Valk *et al.*, 2014) and work-family balance (from the family's perspective) (Kempen *et al.*, 2015).

Despite the many studies covering the different dimensions, we rarely found studies that addressed those antecedents and dimensions across all three levels jointly except for Porter and Tansky (1999) and Toh *et al.* (2012) further clouding the meaning of expatriate success. This was evident in the 3 SLRs, which each address expatriate success's dimensions and antecedents differently. Van der Laken *et al.* (2016) focused on perceived organisational support's impact on expatriate success. Weisheit (2018) studied expatriate success from an individual standpoint, emphasizing the importance of an employee's readiness to relocate. Lastly, Faeth and Kittler (2020) explored expatriate management in hostile environments from a multi-stakeholder perspective. Despite the fragmented studies, our findings confirm that expatriate success is multidimensional, as indicated by previous literature (Toh *et al.*, 2012) (Table A1).

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*The interplay between individual, interpersonal and organisational antecedents and dimensions of expatriate success*

This section addresses our second objective showing the intertwined relationships between the antecedents and dimensions. In what follows, we discuss the most frequently studied dimensions and show how some antecedents are related.

Depending on the study, adjustment was designated as an individual dimension or antecedent of success. The most widely studied dimension was CCA in its different forms (psychological, socio-cultural and work). Then, 111 studies (44.6%) considered CCA a dimension of expatriate success. In contrast, 33 articles (13.3%) considered it an antecedent of expatriate success, good performance, intention to complete the IA and expatriate well-being. Thus, adjustment has been mostly equated to success rather than an antecedent of it despite several individual antecedents shaping expatriates' CCA. For example, the Big Five personality characteristics explicitly related to expatriates' CCA (Ones and Viswesvaran, 1997). Also, other antecedents of expatriate adjustment were also investigated: cultural intelligence (CQ, e.g. Huff, 2013) 12 studies (4.8%), (emotional intelligence (EQ; e.g. Cray et al., 2018) six studies (2.4%); motivation to migrate (Van den Bergh and Du Plessis, 2012) and willingness to go on IAs (e.g. Wan, 2019) six studies (2.4%). Other explored factors were language proficiency (e.g. Caliguiri et al., 2009; Huff, 2013), management and leadership skills (Harjo, 2016).

Also, interpersonal antecedents played a significant role in expatriates' CCA: the family's (and spouse's) adjustment and their willingness to go on IAs (e.g. Van Vianen et al., 2008) and interaction with HCNs (e.g. Varma et al., 2012; Van Bakel, 2019). Several organisational antecedents also affected expatriates' CCA such as selection criteria. Organisations whose primary selection criteria were the expatriate's mental ability, Big Five personality characteristics and EQ facilitated the expatriate's CCA (Gabel et al., 2005). Selecting the right candidate, providing them and their accompanying families with adequate cross-cultural training (CCT) and preparation (e.g. Hiltrop and Janssens, 1990; McCabe, 1993) were crucial to adjustment. Organisational support also contributed to CCA (Hiltrop and Janssens, 1990; Webber and Vögel, 2019). Kraimer and Wayne (2004) believe that this perceived organisational support and efforts is crucial for expatriates' CCA and well-being. David et al. (2021) showed that POS and family-supportive work perceptions could enhance the odds of an expatriate's success as it alleviates the burdens they potentially face when accompanied by their family. If expatriates perceive the company's support positively, they will adjust more readily.

Performance is the second most frequent dimension involved in expatriate success. Although only one study (0.4%) considers it an antecedent of success, 80 (32.1%) consider it one of the critical dimensions of success from the organisational perspective. Similarly, various individual antecedents shaped CCA and satisfaction and impacted expatriates' performance. For instance, in addition to Big Five personality characteristics, CQ (Huff, 2013), EQ (Cray et al., 2018), motivation to migrate (van den Bergh and Du Plessis, 2012), willingness to go on IAs (e.g. Wan, 2019), language proficiency (e.g. Caliguiri et al., 2009; Huff, 2013), management and personal leadership skills (Harjo, 2016) have also been correlated with expatriate performance as a dimension of success.

Furthermore, to ensure optimal performance, organisations must also consider the expatriate candidate's technical abilities, stress tolerance, flexibility, communication skills, cultural empathy, spouse adaptability and subsidiary-parent company relations (Hiltrop and Janssens, 1990). Harvey et al. (2001) showed the impact of a candidate's level of motivation on their performance. Lee and Kartika (2014) suggest that both CCA and expatriate performance and knowledge transfer are influenced by interpersonal factors, for example. Similarly, performance is primarily shaped by the same interpersonal and organisational antecedents.

The third most frequent dimension of expatriate success was expatriate satisfaction. Satisfaction appeared as a dimension of success in 35 studies (14.1%) but as an antecedent in

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only three (1.2%), which indicates that satisfaction was mainly considered an essential dimension of success but not a contributing factor, and various antecedents shaped it. Although satisfaction is one of the critical dimensions of expatriate success, unlike CCA, it is not considered a dimension of success on its own. Instead, satisfaction complements other dimensions of success, such as CCA (Supangco and Mayrhofer, 2014), intention to complete the IA (Mezias and Scandura, 2005), turnover intention (Bozionelos, 2009) and withdrawal cognition (Canhilar *et al.*, 2015). Further, several factors contribute to expatriate satisfaction. Interaction with HCNs relates to expatriate job satisfaction and intention to complete the IA (Konanahalli *et al.*, 2011; Templer, 2010). Organisational support and the extent to which expatriates and HCN support perceive it contributes to their satisfaction with their career and intention to complete the assignment (Cao *et al.*, 2014). Similarly, this perceived organisational support affects their life and family satisfaction (David *et al.*, 2021).

Other dimensions of expatriate success from the organisational perspective were the completion of the IA (e.g. Lazarova *et al.*, 2015) and willingness to remain (e.g. Braga and Kubo, 2010), both with 20 studies (8%); intention to stay with 13 studies (5.2%) (e.g. Cao *et al.*, 2014); premature returns with four studies (1.6%) (e.g. Canhilar *et al.*, 2015); and withdrawal cognition with four studies (1.6%) (e.g. Davis *et al.*, 2018). Ten studies (4%) address commitment to the organisation as another dimension of success (Chen, 2015; Gallego-Toledo, 2015; Van Der Laken *et al.*, 2016). To a lesser extent, other organisational dimensions of expatriate success that were considered sporadically were knowledge transfer (2%), tenure after repatriation (0.4%) and effectiveness (2%). As for achieving organisational goals like financial targets and market shares (0.2%), Porter and Tansky (1999) showed that specific individual antecedents (e.g. assimilation, endurance, psychological factors and career expectations) play a significant role in increasing expatriate chances of achieving such goals, adjusting better and completing the IA.

Finally, knowledge transfer was considered one of the interpersonal dimensions in only three articles (1.2%). While Toh *et al.* (2012) investigated the role played by organisations in providing adequate CCT to expatriates to ensure this transfer, Wang and Varma (2018) highlighted the critical role of HCNs. Bonache and Zárraga-Oberty (2008) echoed this and added the need for the right abilities and motivation. Contribution to home country society and family, work-family balance and satisfaction were other dimensions of expatriate success at this level (Valk *et al.*, 2014). Moreover, as one key interpersonal dimension of expatriate success, CCA affects relationship building and identification with the team abroad (Harrison and Shaffer, 2005; Denisi and Sonesh, 2016). Hence, the interplay of individual, interpersonal and organisational antecedents shapes these interpersonal dimensions.

To complement these findings, we used VOS viewer to generate several maps highlighting our sample's networks of the keywords co-occurrence. These maps represented five clusters, namely the following: International career success (Cluster 1 in red); Success determined by selection based on personal characteristics (Cluster 2 in green); Success as adjustment and satisfaction influenced by interpersonal factors (Cluster 3 in blue); Success as the lack of expatriate failure facilitated by spouse's organisational support and training (Cluster 4 in yellow); and finally, success linked to commitment and performance enabled by social support (Cluster 5 in purple).

Figure 3 represents the network of co-occurrences of all 29 terms in the five clusters. Figures 2 and 3 show that the "Expatriate success" node is the largest in our sample. It occurred 233 times and is linked to the other terms. This is expected as the studies in our sample specifically relate to expatriate success, the main keyword. The "Expatriate adjustment" node has the highest total strength link (1,364). This node has 27 links (out of 28), reflecting that expatriate adjustment was highly researched and considered the most frequent dimension or antecedent of success. "Performance" has 26 links, the third strongest links (920) and occurred 139 times.

The five clusters show that expatriate success is not a uni- or bi-dimensional concept. Instead, it is multidimensional and affected by diverse factors at differing levels. The main dimensions considered were adjustment, performance, satisfaction, commitment, effectiveness, turnover intentions, career success and repatriation success, therefore, taking the individuals' and the organisation's perspectives into account.

This map (Figure 4) echoes our previous finding about expatriate success, shifting to focus on global career success and involving the whole career, not only the IA. For instance, none of the terms is shaded in blue (oldest), and most are in light orange (more recent). Although authors explored adjustment, performance and expatriate success since the 1990s, these terms appear to be emphasised more recently (light orange) as the research intensity increased as of 2009. Our findings show that research on these dimensions tripled from 67 articles between 1990 and 2006 to 182 articles from 2007 to 2021. The dimensions considered from 2009 onward are career success, repatriation, satisfaction and turnover intention.

#### *Definitions of expatriate success*

In this section we satisfy the third objective, by reviewing the existing definitions of expatriate success and suggesting an integrative one. Although researchers studied expatriate success in many ways and from various lenses, no consensus on one definition exists. As mentioned, different dimensions have been considered for the same concept making comparing them difficult. Our findings reveal that very few studies explicitly define expatriate success: only 31 (12.4%) studies, from which only half, 16 (51.6%), were grounded in some theory (Table A2 in the appendix). In 5 out of 16 studies, authors adopted Human Capital Theory (Becker, 1964) thus reflecting the predominance of the organisational perspective when defining expatriate success. Conversely, the importance of the interaction and exchange between the organisation and the individual to define expatriate success also seems relevant, with 5 articles out of 16 using either Person-Environment Fit Theory (Kristof, 1996), Social Exchange Theory (Blau, 1964) or relational models of procedural justice (Tyler and Lind, 1992), thus highlighting the organisational perspective in the definition of expatriate success. The use of psychological theories focussing on the subjective dimension of expatriate success at the individual level, such as Anxiety and Uncertainty Management Theory (Gudykunst and Nishida, 2001), Conservation of Resources Theory (Hobfoll, 1989) and Regulatory Focus Theory (Higgins, 1997) are less used to define success, with only three articles out of 16.

Of these 31 articles that define success, 12 (38.8%) considered either individual (e.g. CCA) or organisational (e.g. performance) dimensions, 17 (54.8%) took both dimensions into account, 1 (3.2%) considered the individual and interpersonal dimensions (e.g. knowledge transfer) and 1 (3.2%) highlights all three.

Also, these studies differed in how they refer to success: 12 (38.8%) used the term "expatriate success", eight (25.8%) used "career success", eight (25.8%) used "success in the IA", 2 (6.4%) contrasted "expatriate success" and "failure" and one (3.2%) combined "expatriate success" with "success in the IA". More than half, 16 (51.6%), focused on the success of OEs. The rest either investigated SIEs (five studies, 16.2%), did not specify the type of expatriate of interest (eight studies; 25.8%), or investigated both OEs and SIEs (two studies, 6.4%). So, comparably, fewer studies defining expatriate success were referred to as SIEs. It is also worth noting that when referring to success in the IA, which is bound to the assignment's corporate goals, authors studied OEs solely, whereas both OEs and SIEs were the subjects of the studies on career success with a broader focus going beyond the attainment of the corporate goals.

The first to suggest a definition of expatriate success was Zeynep Aycan in 1997. She considered both individual and organisational perspectives and proposed that success can be

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defined by expatriates' levels of adjustment and performance. Also, [Caligiuri \(1997\)](#) explored these two dimensions and suggested that the three most common criteria for evaluating expatriate success were the following: completion of the foreign assignment, CCA and performance on the foreign assignment in this order. Also, [Porter and Tansky \(1999\)](#) considered success "in terms of the expatriate achieving specific objectives but considered from the organisational perspective. These objectives often include some financial goals but might also be in the form of market share gain, introducing a new product or service, cycle time improvements, or quality objectives" (p. 47). Other researchers ([Caligiuri, 1997](#); [Kraimer and Wayne, 2004](#)) reported similar definitions of expatriate success and related it to adjustment, performance, completion of the IA, or even the organisation's return on investment on its expatriates ([McNulty, 2008](#)). Hence, authors have been more interested in equating expatriate success to tangible and organisational dimensions rather than subjective and individual dimensions, showing a predominance of the organisational perspective in their definitions of expatriate success.

Another trend observed when analysing these definitions is that while previous studies mainly emphasised objective and factual measures of success, such as completing the IA or promotions, more recent definitions started incorporating more subjective measures. For instance, [Gabel et al. \(2005\)](#) introduced life satisfaction as an additional measure of success. Other subjective measures, such as expatriates' gain in knowledge from IAs, fulfilled psychological contracts reflecting the individuals' perspective ([Kumarika Perara et al., 2017](#)), and career and job satisfaction ([Traavik and Richardsen, 2010](#)) have been considered. Hence, research attempted to provide greater insight into expatriate success by simultaneously focussing on subjective and objective measures that capture the individual's and the organisation's perspectives.

Finally, another consideration that can be drawn from the findings is that of a broader time scope that goes beyond success in the IA and encompasses long-term career success. [Cerdin and Le Pargneux \(2009\)](#) proposed this idea and incorporated both the IA and the long-term career. They added expertise, career, job and development success concepts. They also shed light on the importance of measuring all these during expatriation and after repatriation to define success. [Traavik and Richardsen \(2010\)](#) also explored career success and proposed subjective (e.g. career, job satisfaction) and objective outcomes (e.g. rewards, promotions) to measure it. [Valk et al. \(2014\)](#) considered new dimensions of expatriate success while relating it to career success. They found that the outcome of a successful international career is the work-family balance, self-satisfaction and contribution to the family and home-country society. Three other studies ([Blanco and Castillo, 2020](#); [Hamori and Koyuncu, 2011](#); [Schmid and Wurster, 2017](#)) also related expatriate success to career success but considered the time required to get to the top as the measure of this success. Blanco and Castillo pointed out that the longer expatriates are away from the HQ, the longer they will take to get to the top and, therefore, the less successful they will be. Conversely, [Ramaswami et al. \(2016\)](#) considered that the more international experience expatriates exhibit, i.e. the more time spent on IAs, the more human capital they possess, the more rewards they obtain and, therefore, the more successful they are.

This perspective was recently updated. [Harry et al. \(2019\)](#), [Waxin and Brewster \(2020\)](#), [Mello et al. \(2020\)](#) and [Lazarova et al. \(2021\)](#) all provided more recent definitions of expatriate success and linked it to career success and its objective and subjective outcomes. [Mello et al. \(2020\)](#) defined expatriate success as including different subjective and objective measures at the individual level. They mainly focused on the accomplishment of desirable, positive psychological or work-related outcomes, on tangible, objective and measurable features such as promotions or salaries as objective outcomes, and career satisfaction, career success and finally, the multidimensional evaluation criteria of career facets, such as growth and development, personal life and

authenticity as subjective outcomes. Then, we found that the definitions by [Valk et al. \(2014\)](#) and [Mello et al. \(2020\)](#) are the most integrative, comprehensive and inclusive. They tackle the individual, interpersonal and organisational aspects and use the subjective and objective measures of an expatriate's success to describe this complex and multi-faceted concept, even though their definitions apply to SIE.

In sum, over time, the definition of expatriate success evolved. First, it was associated with merely completing an assignment measured factually and objectively. Then, it incorporated the expatriates' ability to adjust, measured in a self-reported way, perform well and achieve organisational goals, measured by the organisation. Finally, it considered the efficient transfer of knowledge and expertise and several subjective dimensions of career success.

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### Discussion

Research on expatriate success often overlooked the construct's multidimensionality and subjective and socially constructed nature failing to achieve a consensus on defining it. Our findings support this notion and show the various antecedents and dimensions to understand expatriate success. These antecedents and dimensions were not independent, as a visible interplay was found among them across individual, interpersonal and organisational levels. Considering the dimensions identified and discriminating them from antecedents, we suggested a comprehensive definition, complementing the extant ones (e.g. [Aycan, 1997](#); [Mello et al., 2020](#)). Next, we discuss each of our findings to their respective objectives next.

The first objective of identifying the dimensions and antecedents of expatriate success has been thoroughly fulfilled through our findings, which comprehensively address individual, interpersonal and organisational ones. Specifically, our SLR clarifies the concept by systematically categorising and integrating the antecedents and dimensions that were previously primarily investigated separately and only rarely in combination. It also identifies which dimensions (CCA, performance and satisfaction in this order) have been most frequently studied as proxies of expatriate success, which level of analysis (individual and organisational mostly) and which perspective (primarily organisational). From these findings, we conclude that expatriate success is a multidimensional construct that needs to be analysed individually, interpersonally and organisationally from two perspectives, namely individual and organisational (e.g. [Harry et al., 2019](#); [Lazarova et al., 2021](#)) jointly to be adequately measured. While each level is essential to understanding expatriate success, no single level can be considered the sole determiner. Thus, categorising these antecedents and dimensions ([Table A1](#)) provides a much-needed boundary-clarification of the concept of expatriate success. This clarification calls for attention for future studies in expatriate management research to specify what they mean by success when analysing it as a variable. This specification is necessary to compare studies and create an integrated corpus of knowledge.

Our second objective of the SLR, the interplay among the factors across the different levels is evident in the five clusters that emerged from VOSviewer. Interestingly, four out of the five clusters evidenced the importance of interpersonal and organisational factors on the dimensions of success. The interplay between the antecedents and outcomes at the individual and interpersonal levels contributes to understanding expatriate success. Personality traits play a significant role in facilitating the expatriates' adjustment and, subsequently, success in their IA. Also, the HCNs' attitudes toward expatriates are equally important as emphasized by some studies that a good level of communication between the two parties often leads to a better CCA, performance, intention to complete the IA and overall satisfaction ([Templer, 2010](#); [Konanahalli et al., 2011](#); [Cao et al., 2014](#)). All these factors increase expatriates' satisfaction with their job and career, which will likely be reflected in their decreased turnover and withdrawal intentions. Furthermore, the interplay is also evident across the three levels

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together. For instance, expatriates' commitment to the mission and organisation and their performance seems to be highly influenced by the level of social support provided at the interpersonal level. The social support from the expatriates' family, community, and new work surroundings can play either a positive or a negative role in an expatriate's commitment levels to the job, performance and CCA, all of which consequently reflect on their success (Goby *et al.*, 2002). Undoubtedly, this success is also ensured by a positive performance which is also impacted by the level of social support (Konanhalli *et al.*, 2011; Araci, 2015).

Finally, in line with our third objective, we propose an integrative, multidimensional and multi-level definition of expatriate success. Expatriate success is a socially and scholarly constructed term that comprehensively and integratively evolved and acquired new dimensions at the individual, interpersonal and organisational levels. The trend in this evolution has been divergent rather than convergent making the concept more broadly defined with new, previously unnoticed dimensions. The definition we put forward reflects this expansive trend and incorporates less-noticed dimensions and perspectives for a more holistic understanding of the construct. Hence, we propose the following definition: "expatriate success encompasses all dimensions: the individual (adjustment, satisfaction, career success and work-life balance), the interpersonal (HCNs and expatriate relationship, HCN career capital gain, knowledge transfer and work-family balance) and the organisational (performance, commitment, completion of IA, achieving organisational goals, repatriation success, turnover intention, knowledge transfer and effectiveness)." The interplay between these three dimensions shows that expatriate success can only happen when all the stakeholders across the three levels can capitalise on the expatriation process. Moreover, expatriate success is the outcome of pre-, during and post-assignment factors that ensure the appropriate candidate selection, transition into the assignment and environment through the various individual, interpersonal and organisational factors, and a post-assignment path forward. Our definition integrates all the dimensions previously addressed fragmentedly, to offer a broader conception of expatriate success. It also incorporates a new processual and more comprehensive focus on the long-term rather than short-term success. This long-term view shows that expatriate success is conceived as the overall career success that extends beyond the termination of an assignment, as suggested in recent research addressing both subjective and objective measures and outcomes (e.g. Harry *et al.*, 2019; Lazarova *et al.*, 2021).

The attainment of these objectives has allowed for covering an extant gap in previous expatriate research where the concept of success had been differently and incongruently addressed (Hemmasi *et al.*, 2010) leading to a lack of comparability among studies (Black, 1990; Caligiuri and Cascio, 1998; Harzing and Christensen, 2004). Also, satisfying our objectives allowed the crafting of a broader conception of expatriate success that considers its subjective and socially constructed nature in line with the career's literature (Briscoe *et al.*, 2021). As we indicate below, this new conception opens a range of avenues for future research.

#### *Limitations and future research*

This research is not without its limitations. The studies included do not investigate different kinds of expatriates, such as flex-patriates, short-term assignees, international commuters, business travellers and non-traditional and minority expatriates (Mäkelä *et al.*, 2017; Hutchings, 2021). Instead, it focuses only on OEs and SIEs, which we distinguish between (Table A2). However, understanding whether the measures and definitions of success differ among different groups of expatriates is critical to enriching the conception of expatriate success and should be further investigated by future studies. Specifically, a SLR can be conducted to explore the dimensions of success considered in the studies using these atypical samples of expatriates. Furthermore, delving into the subjective nature of success, it will be interesting to compare the key dimensions used by organisations and the different groups of

expatriates to define success (i.e. the protean career of SIEs in contrast to other kinds of expatriates might emphasize individual dimensions such as work–life balance or satisfaction). In a similar line, comparing the dimensions used by expatriates to define success with those of migrants can be also a fruitful avenue for research to enrich the understanding of the socially constructed nature of this concept.

The suggested conception of expatriate success exhibits three important implications for further research in expatriate management. First, given that 15 out of the 31 articles (48.39%) defining expatriate success are not theoretically grounded, it might be time to abandon the concept of expatriate success altogether and instead focus on the overall career success of our international employees. HRM and occupational psychology theoretical models on career achievement and success (Pinto *et al.*, 2020) such as the Theory of Work Adjustment (Dawis and Lofquist, 1984) can be drawn upon to further enrich, ground and theorise the understanding of career success concerning international workers' work-life experience, and subsequently success. These theoretical models can enrich and complement the existing organisational perspective (Kristof, 1996; Becker, 1964) in the definition of expatriate success by giving more prominence to the individual level and subjective nature of this construct.

Second, the suggested broader and multidimensional understanding of expatriate success highlights a necessary shift in the measurement criteria of it and for considering its subjective and socially constructed nature. Multiple indicators covering the highlighted dimensions should be employed to measure the complex nature of expatriate success, as it is neither limited to "objectivist" measures such as CCA, job, life or career satisfaction and organisational commitment, nor to observable measures such as financial compensation or promotions, assignment completion, knowledge transfer, or performance measures, but also expands to include the expatriates' subjective perceptions of their career success defined in their terms (Spurk *et al.*, 2019). While subjective and objective career success measures were addressed in the career development literature (Briscoe *et al.*, 2021), they have not been so in expatriate research, often ignoring the multidimensional, subjective and socially constructed nature of expatriate success. To further understand expatriate success, objective and subjective measures must be accounted for. Thus, to account for the subjective experience of success, we suggest that future studies include subjective measures of expatriates' success. We recommend incorporating the expatriates' perspective into studies on expatriate success by exploring their expectations before, during and after the assignment and how they define success through qualitative or mixed-methods designs.

A third research avenue on expatriate success is to develop and validate a questionnaire with the previously qualitatively identified meanings and idiosyncratic definitions of subjective expatriate success. Given that the meanings of success, like all personal meanings, are particularly sensitive to cultural differences, we recommend conducting this study cross-culturally to account for possible differences across cultures and to develop a culturally sensitive scale.

#### *Implications for practice*

Also, the evolution of the concept of expatriate success entails practical implications for organisations. In line with the new, more integrative conception of expatriate success, organisations should now not merely focus on selection and training but also incorporate career development support and career path planning in harmony with the expatriates' perceptions and expectations of their career success which contributes to expatriates' career success, their willingness to share their acquired knowledge and experience with others and ultimately contribute to the organisation's success.

But before deploying HR actions to facilitate expatriate success, organisations should ask expatriates to define what success means to them in their own words, to clarify expectations,

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help to satisfy them or understand some paradoxical situations that are assessed as expatriate success. Also, this knowledge should be translated into using multiple rather than single indicators (e.g. the completion of the IA) by HR professionals when evaluating expatriates' success. With these steps, organisations may also overcome the issue of expatriates disengaging after repatriation or abandoning the organisation despite completing the IA and outperforming during it, because their expectations and mental representations of success have not been considered by their organisations.

Further, capitalising on these considerations can foster a sense of loyalty and commitment among their expatriates particularly when they realise that their organisations are concerned with the expatriates' perceptions and expectations of success, not just the organisational goals, which align with the move toward protean and boundaryless career models (McDonald and Hite, 2008).

### Conclusion

This study (1) identified the dimensions and antecedents of expatriate success, (2) determined the interplay among them and (3) clarified the definitions of expatriate success in the previous literature to provide an integrative definition of it. Following the PRISMA guidelines, 249 studies were included for the review from WOS and Scopus databases, These studies were thoroughly reviewed, coded and analysed manually and with VOSviewer.

In attaining these objectives, the review has made two important theoretical contributions: first, to highlight the construct's multidimensional, subjective and socially constructed nature, calling for this consideration in future research. Second, to suggest an integrative definition incorporating all the dimensions and combining individual and organisational perspectives with subjective and objective measures of success.

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(The Appendix follows overleaf)

Appendix

**Table A1.**  
List of manuscripts  
used in the SLR

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents				Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational			
1	EMJ	Hitrop and Janssens (1990)	IR	-	<i>Antecedents</i> : Personal characteristics of the expatriate manager, Spouse's adaptability, Selection, Training, Support. <i>Dimensions</i> : Performance. <i>Antecedents</i> : CCA. <i>Dimensions</i> : Performance, Efficiency. <i>Antecedents</i> : Commitment to parent and local firm.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
2	TDJ	Hogan and Goodson (1990)	IR	-	<i>Antecedents</i> : Job Satisfaction, Internal Work Motivation, Feelings of influence, Mastery over the new environment.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
3	SLMR	Black and Geggisen (1991)	Qual	Case studies	<i>Antecedents</i> : Selection, Pre-departure trainings for expatriates and their families. <i>Antecedents</i> : Job knowledge, Motivation, Adaptability, Personality, Ability. <i>Antecedents</i> : Training and Pre-departure visits to host country to enhance the interaction of expatriates with HCNs.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
4	JPS	Felhan and Thomas (1992)	Mix	Personal narratives - Surveys/ANOVA	<i>Antecedents</i> : Organizational Support. <i>Antecedents</i> : CCT. <i>Dimensions</i> : CCA.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
5	IJVEB	McCabe (1993)	IR	-	<i>Antecedents</i> : Selection (traits and technical skills), Preparing the employee for the expatriate assignment, CCT. <i>Dimensions</i> : CCA.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
6	PP	Arthur and Bennett (1995)	Quan	Survey/MANOVA	<i>Antecedents</i> : Cultural, Social and Health causes. <i>Dimensions</i> : CCA. <i>Antecedents</i> : Pre-departure preparation of expatriate.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
7	HRMR	Bell and Harrison (1996)	IR	-	<i>Antecedents</i> : Cultural, Social and Health causes. <i>Dimensions</i> : CCA. <i>Antecedents</i> : Pre-departure preparation of expatriate.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
8	APHR	Davidson and Kinzel (1996)	Quan	Survey	<i>Antecedents</i> : Organizational Support. <i>Antecedents</i> : CCT. <i>Dimensions</i> : CCA.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
9	LQ	Thomas (1996)	IR	-	<i>Antecedents</i> : Selection (traits and technical skills), Preparing the employee for the expatriate assignment, CCT. <i>Dimensions</i> : CCA.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
10	CDI	Webb and Wright (1996)	IR	-	<i>Antecedents</i> : Cultural, Social and Health causes. <i>Dimensions</i> : CCA. <i>Antecedents</i> : Pre-departure preparation of expatriate.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
11	IJLE	Armitage and Powell (1997)	Qual	Case studies	<i>Antecedents</i> : Cultural, Social and Health causes. <i>Dimensions</i> : CCA. <i>Antecedents</i> : Pre-departure preparation of expatriate.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
12	IJOM	Ashamalla and Cochrin (1997)	IR	-	<i>Antecedents</i> : Cultural, Social and Health causes. <i>Dimensions</i> : CCA. <i>Antecedents</i> : Pre-departure preparation of expatriate.	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Each's definition of expatriate success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
13	NAEM	Ayvan (1997)	IR	-	Dimensions: CCA, Performance								Social Exchange Theory (Homans, 1958), Tenen Life Cycle Theory (Tenen, 1986), Social Learning Theory (Bandura, 1977) and Adaptation-Level Theory (Helson, 1964)
14	JHRM	Ayvan (1997)	IR	-	Antecedents: Expatriate's competences and skills, Support and assistance prior and during IA Dimensions: Completion of the IA, CCA, Performance								Social Exchange Theory (Homans, 1958), Social Learning Theory (Bandura, 1977), Attribution Theory (Heider)
15	NAEM	Cabigiani (1997)	Quan	Survey/CFA	Performance, CCA, Satisfaction, Adaptation, Completion Rate, Premature Returns, Culture Shock, Effectiveness, Professional Effectiveness, Interpersonal Effectiveness, Acculturation, Overseas Success								Theory of Expatriate Performance, including contextual
16	NAEM	Ons and Viswesvaran (1997)	IR	-	Antecedents: Big Five (Emotional stability, Extraversion, Openness to experience, Conscientiousness, Agreeableness), Dimensions: Performance, CCA, Satisfaction, Adaptation, Completion Rate, Premature Returns, Culture Shock, Effectiveness, Professional Effectiveness, Interpersonal Effectiveness, Acculturation, Overseas Success								Theory of Expatriate Performance, including contextual
17	JWB	Pummet (1997)	Mex	In-depth interviews/FG-Survey	Antecedents: Selection, Training (pre, during and after the assignment) of the expatriate and the accompanying spouse Dimensions: Spouse's Success, Adaptation, CCA, Effectiveness by Job Knowledge and Motivation, Relational skills, Flexibility/Adaptability, Extra-cultural openness, Family situation								Atheoretical
18	Book 5	Shangild and Ons (1997)	Quan	Survey/CFA	Antecedents: CCA, Effectiveness by Job Knowledge and Motivation, Relational skills, Flexibility/Adaptability, Extra-cultural openness, Family situation								Atheoretical
19	JTI	Woodard et al. (1997)	Quan	Survey	Antecedents: Selection, Training, Support								Atheoretical
20	JHRM	Harvey (1998)	Quan	Survey	Antecedents: Spouse's career difficulties, Dimensions: Performance, Expatriate's Success								Atheoretical

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Table A1.

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed	
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational			
21	LODJ	Jordan and Curvright (1998)	IR	-	<i>Antecedents:</i> Openness to experience, Extroversion, Low anxiety/neuroticism, Relational ability, Cultural sensitivity, Linguistic skills, and the ability to handle stress. Selection <i>Dimensions:</i> OCA, Personal Growth, Performance <i>Antecedents:</i> Characteristics (e.g., Language skills, technical skills, Open-minded Personality), Interpersonal (Family: supportive and well-adjusted spouse and children), HCNs Support, Support from headquarters, Maintaining the psychological contract <i>Dimensions:</i> Adjustment, Desire to terminate the IA and Supervisor rated performance <i>Antecedents:</i> Adjustment and Adaptation skills, Interpersonal relations skills, Cultural stress management skills <i>Dimensions:</i> Assimilation, Enculturation, Psychological Flexibility, Openness to experience <i>Dimensions:</i> Achieving the goals (financial, market share etc), OCA, Completion of IA <i>Antecedents:</i> Personality type - complete IA, Performance <i>Antecedents:</i> Big five personality characteristics - <i>Dimensions:</i> Performance <i>Antecedents:</i> Openness, Flexibility, Social Initiative, Emotional stability	✓	✓	✓	✓	✓	✓	✓	✓	Atheoretical
22	JHRM	Caligiuri and Tung (1999)	Quan	Survey/CA/ Moderated RA/ ANCOVA		✓		✓			✓			Atheoretical
23	JHM	Feng and Pearson (1999)	Quan	Survey		✓								Atheoretical
24	HRM	Peter and Tansky (1999)	IR	-		✓		✓			✓			Atheoretical
25	PP	Caligiuri (2000)	Quan	Survey/RA/DM/BC		✓		✓			✓			(Bass, 1991; MacDonald, 1998)
26	JCCP	Dalton and Wilson (2000)	Quan	Survey/NEO/PIR		✓		✓			✓			Atheoretical
27	EIP	Van Oudenhoven, Van and Van Oudenhoven (2000)	Quan	Survey (M/F-Q)		✓		✓			✓			Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Each's definition of expatriate success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
28	JIR	Grant-Volone and Basher (2001)	Quan	Survey/HRA	<i>Antecedents:</i> Balance between personal and organizational support. <i>Dimensions:</i> CCA, Performance, Expatriate's Success. <i>Antecedents:</i> Candidate motivation level, Selection of firing candidates, Parent loss: Information Asymmetry, Goal Congruence	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
29	JHRM	Harvey et al. (2001)	IR	-	<i>Antecedents:</i> Breaking the glass ceiling, Accompanying spouse's Adjustment status, Mentorship, Interpersonal networks <i>Antecedents:</i> Traits and Skills (Orientation to action, Adventurousness, Open-mindedness, Flexibility, Extraversion, Emotional Stability, Cultural Empathy, Perseverance, Commitment to the company). <i>Dimensions:</i> CCA, Performance	✓	✓	✓	✓	✓	✓	Atheoretical	Agency Theory (Leven and Meckler, 1976; Eschbach, 1988; Nibksaur and Kso, 1994) and Expectancy Theory (Vroom, 1964; Nadler and Lawler, 1977; Porter and Lawler, 1988) Atheoretical
30	JBIT	Lindhan and Scullion (2001)	Qual	Semi-structured interviews/Cross-case analysis	<i>Antecedents:</i> High LMX - Success <i>Dimensions:</i> HCA's Support - CCA, Social and Work Ability <i>Antecedents:</i> Selection Criteria (Task-Cross-cultural)	✓	✓	✓	✓	✓	✓	Leader-Member Exchange Theory (Liden and Maslyn, 1998) Atheoretical	Atheoretical
31	JIR	Van Oudenhoven et al. (2001)	Quan	Survey	<i>Antecedents:</i> Harmony between spouse and the HRDs about social and employment support. <i>Dimensions:</i> Job Commitment, Organization Loyalty, Expatriate's Success <i>Antecedents:</i> CCA	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
32	CCMI	Varma and Strot (2001)	Quan	Survey	<i>Antecedents:</i> CCA, Social and Work Ability <i>Antecedents:</i> Selection Criteria (Task-Cross-cultural)	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
33	WMR	Caplan et al. (2002)	Quan	Survey (WAMS)/CEA/ANOVA and ANOVA	<i>Antecedents:</i> Job Commitment, Organization Loyalty, Expatriate's Success <i>Dimensions:</i> CCA	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
34	ITJ	Edmond (2002)	Quan	Survey/RA	<i>Antecedents:</i> CCA, Social and Work Ability <i>Antecedents:</i> Selection Criteria (Task-Cross-cultural)	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
35	JTMD	Gebry et al. (2002)	Quan	Survey	<i>Antecedents:</i> CCA, Social and Work Ability <i>Antecedents:</i> Selection Criteria (Task-Cross-cultural)	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical
36	JWB	Harvey and Novkovic (2002)	IR	-	<i>Antecedents:</i> CCA, Social and Work Ability <i>Antecedents:</i> Selection Criteria (Task-Cross-cultural)	✓	✓	✓	✓	✓	✓	Atheoretical	Atheoretical

(continued)

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Table A1.

Table A1.

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories/ies employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
37	JHRM	Nairn and Taylor (2002)	Qual	Semi-structured interviews/ Workshops/ seminars and FG interviews/ MANOVA	Expatriate's culture, Level of economic development of the host country	✓							Atheoretical
38	WMR	Park and Vance (2002)	Quan	Survey/Small group interviews/ MANOVA	Expatriate's Status as foreigners, Gender	✓							Atheoretical
39	JSP	Starkle et al. (2002)	Quan	Survey/CA/HRA	Dimensions: Performance, OCA, Job Satisfaction, Identification with the work team abroad		✓		✓				Atheoretical
40	JIR	Vance and Eisher (2002)	Qual	In-depth interviews	Dimensions: Training					✓			Atheoretical
41	CTRJ	Woodard et al. (2002)	Quan	Survey	Dimensions: Performance, Selection, Training, Support - Dimensions: Expatriate's Success					✓			Atheoretical
42	JIR	Ali et al. (2003)	Quan	Survey/HRA	Dimensions: OCA (Enhanced by the adjustment of the spouse)	✓							Atheoretical
43	JHRM	Caligiuri and Phillips (2003)	Quan	Experiment (pre-test and post-test)	Dimensions: Realistic job preview's effect on expats' self-efficacy and insider ability in making informed decision	✓				✓			Atheoretical
44	JMP	Guthrie et al. (2003)	Quan	Survey (NEO-PIR, HP)	Dimensions: Performance, Social and Psychological adjustment, Family structure, Knowledge and IM-abilities, Resilience, Flexibility, Adaptability, Extra-Cultural Openness, Extroversion, Agreeableness, Conscientiousness	✓							Atheoretical
45	JHM	Magnini and Honeycutt (2003)	JR	-	Dimensions: Technical Competencies, Learning Abilities	✓			✓				Atheoretical
46	JM	Martin and Baro (2003)	Quan	Survey/RA	Dimensions: Performance expectation, Clarification, Consideration of the local environment, Frequency of PA, Fairness, Career development - Dimensions: Expatriate's performance system					✓			Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expatriate success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
47	HR	Gerin and Dussaby (2004)	Qual	Qualitative interviews	<i>Antecedents:</i> Psychosocial factors to expatriates that shed light on success in IA.	✓		✓	✓				Work Role Transition Theory (Nicholson, 1984), Psychological Theory (Friedl, 1986)
48	JTMD	Harzar and Harzar (2004)	IR	-	<i>Antecedents:</i> Family Issues, HR Policies, <i>Dimensions:</i> job Withdrawal Intentions, Performance.	✓		✓				✓	Spillover Theory (Phak, 1977)
49	JIR	Harvey and Kessler (2004)	IR	-	<i>Dimensions:</i> CCA	✓		✓					Atheoretical
50	JM	Kramer and Wayne (2004)	Quan	Survey/OJASSEM	<i>Dimensions:</i> CCA, Commitment to the organization, Performance, Intentions to complete IA.	✓		✓				✓	Atheoretical
51	JBS	Slay and Baack (2004)	Quan	Surveys/SEA	<i>Dimensions:</i> Premature Returns, CCA, Effectiveness	✓		✓				✓	Work Role Transition Theory (Nicholson, 1984), Uncertainty Reduction Theory (Berger and Calabrese, 1975), and Contact Theory (Hollans, 1959)
52	JCCP	Ward <i>et al.</i> (2004)	Quan	Survey	<i>Antecedents:</i> Psychological Adaptation, Sociocultural adaptation (Dofit are affected by neuroticism, conscientiousness, agreeableness, less discrepancy between extraversion and host-culture norms less discrepancy between openness and host-culture norms)	✓		✓					Atheoretical
53	JHRM	Anderson (2005)	Mix	Semi-structured interviews - Survey	<i>Dimensions:</i> Selection (Technical and interpersonal skills, Family Satisfaction)	✓		✓					Atheoretical
54	CDI	Geibel <i>et al.</i> (2005)	Mix	Semi-structured interviews - Survey	<i>Antecedents:</i> Mental Ability (Perf), Big five characteristics (Perf), EQ, CCA, Perf Satisfaction, Withdrawal decisions) Selection - <i>Dimensions:</i> CCA, Performance, Completion of IA, Life Satisfaction	✓		✓				✓	Atheoretical

(continued)

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						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
55	IJHRM	Harrison and Schaffer (2005)	Quan	Survey/FA	<i>Antecedents:</i> CCA, <i>Dimensions:</i> Task Performance, Relationship Building, Overall Performance	✓			✓	✓			Work motivation Theory (e.g. Vroom's VIE theory, 1964; Naylor <i>et al.</i> , 1990) Wifafahval Theory (e.g. Hahn, 1991) also referred to as Reduction of Inputs Theory (Harrison, 2001) or Propensity to Withhold Effort Theory (Kehewal and Bennett, 1993) Atheoretical
56	PR	Holopainen and Björkman (2005)	Quan	Survey (longitudinal)/DM/RA	<i>Antecedents:</i> Personal Characteristics, <i>Dimensions:</i> completion of IA, CCA, Performance	✓			✓				
57	IJHRM	Huang <i>et al.</i> (2005)	Quan	Survey	<i>Antecedents:</i> Big five personality characteristics, <i>Dimensions:</i> CCA	✓			✓				Theory of Personality (Digman, 1990; Mount and Barrick, 1995) Development of International Mentoring Theory by
58	IJES	Meeras and Seandura (2005)	IR	-	<i>Antecedents:</i> Mentoring, <i>Dimensions:</i> CCA, Completion of IA, Successful Repatriation, Transfer of Knowledge			✓		✓			integrating current perspectives on protean and boundaryless careers with the literature on mentoring and expatriates
59	JCCP	Mol <i>et al.</i> (2005)	MA	-	<i>Antecedents:</i> Extraversion, Emotional Stability, Agreeableness, Conscientiousness, <i>Dimensions:</i> CCA, FA	✓			✓				Atheoretical
60	JBIT	Neugart <i>et al.</i> (2005)	Qual	Critical incidents interviews/Needs assessment	<i>Antecedents:</i> The development of professional skills (Leadership, management), Personal characteristics (Perse, Flexibility, Confidence, Innovation, Experience, Maturity) <i>Dimensions:</i> CCA								Atheoretical
61	JCP	Swagler and Jone (2005)	Quan	Survey/HWR	<i>Antecedents:</i> CCA	✓			✓				Atheoretical
62	OCMIJ	Tan <i>et al.</i> (2005)	IR	-	<i>Antecedents:</i> CCA	✓							Atheoretical
63	AME	Toh and Deimisi (2005)	IR	-	<i>Antecedents:</i> HCNs' Support, <i>Dimensions:</i> CCA			✓					Atheoretical
64	SMR	Varner and Palmer (2005)	IR	-	<i>Antecedents:</i> Self-knowledge, Selection, Training <i>Dimensions:</i> Effectiveness, Knowledge Gain, Tenure after repatriation			✓		✓			Atheoretical
65	JMDS	Lee and Croker (2005)	Quan	Survey/HRA	<i>Antecedents:</i> CCT, <i>Dimensions:</i> CCA			✓		✓			Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Organizational	Interpersonal		
66	HRIER	Litwack <i>et al.</i> (2006)	IR	-	<i>Antecedents:</i> CCT. <i>Dimensions:</i> Expatriate's early return, delayed repatriation and start-up time. Description of the relationship between the expatriate and HCN. Damage to the MNC's image. Lost Opportunities. Problematic repatriation resulting in high turnover rates. <i>Dimensions:</i> CCA	✓	✓	✓	✓	✓	✓	Atheoretical	
67	IEJ	Richardson <i>et al.</i> (2006)	Quan	Survey	<i>Antecedents:</i> Spouse's Adjustment	✓			✓				Social Learning Theory (Bandura, 1977)
68	IM	Anderson (2007)	IR	-	<i>Antecedents:</i> Holistic approach in selection and training while taking in consideration the family status, EQ, Learning orientation and lifestyle habits (diet and exercise)			✓					Atheoretical
69	IJCHM	Avril and Magnani (2007)	IR	-	<i>Dimensions:</i> [Subjective] satisfaction with one's career/ [Objective] promotions				✓				Atheoretical
70	JBS	Bolino (2007)	IR	-	<i>Antecedents:</i> Well-being of the spouse before, during and after the IA	✓							Human Capital Theory (Becker, 1984; Judge <i>et al.</i> , 1995; Wayne <i>et al.</i> , 1999), Career Cone Model (Schein, 1971)
71	IJHRM	Kupka and Cédric (2007)	Quan	Survey	<i>Antecedents:</i> HCN's Support (influenced by perceived compensation gap)	✓							Equity Theory (Adams, 1965)
72	IJHRM	Paik <i>et al.</i> (2007)	Mix	In depth interviews Survey/ANOVA	<i>Antecedents:</i> HCN's Support	✓			✓				
73	JOB	Tek and Devisi (2007)	IR	-	<i>Antecedents:</i> HCN's Support	✓			✓				Social Identity Theory (Tajfel, 1978; Tajfel and Turner, 1979)
74	IJHRM	Bonache and Zaraga-Orterry (2008)	IR	-	<i>Antecedents:</i> CCA. Motivation. Quality of relationship between the individuals. <i>Dimensions:</i> Success of knowledge transfer	✓			✓				Atheoretical
75	Book 2	Burns (2008)	IR	-	<i>Antecedents:</i> Personal characteristics, Families, HCNs	✓							Atheoretical
76	IJFP	Flyvzani and Njamp (2008)	Quan	Survey	<i>Antecedents:</i> Locus of control. <i>Dimensions:</i> CCA, Performance	✓			✓				Locus of Control Theory (Rotter, 1966, 1975, 1980)

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
77	JIR	Herleman <i>et al.</i> (2008)	Mix	Interviews, Survey/CAHR/MRA	<i>Antecedents:</i> Social Support, Inertia, Stressor. <i>Dimensions:</i> Satisfaction, CCA, Well-being	✓	✓	✓	✓	✓	✓	✓	Atheoretical
78	SRP	Lee and Suhoco (2008)	Quan	Survey/OFA/SEM/ANOVA	<i>Antecedents:</i> Personality Characteristics, Social Support. <i>Dimensions:</i> CCA, Performance ROI; a calculation in which the financial and non-financial benefits to the firm are compared with the financial and non-financial costs of the IA, as appropriate to the assignment's purpose.	✓	✓	✓	✓	✓	✓	✓	Theory of Evolutionary Personality Psychology (Buss, 1991)
79	GECE	Menulty (2008)	Qual	Case study	<i>Antecedents:</i> Selection (traits and technical skills), Preparing the employee for the expatriate assignment, CCT. <i>Dimensions:</i> CCA, Performance	✓	✓	✓	✓	✓	✓	✓	Atheoretical
80	JHRM	Seak and Enderwick (2008)	Qual	Email questionnaire containing open-ended questions	<i>Antecedents:</i> Selection (self-assessment, family's opinion, organization's opinion). <i>Dimensions:</i> Completion of the IA, Peer performance standards, CCA	✓	✓	✓	✓	✓	✓	✓	Atheoretical
81	Book 6	Van Veenen <i>et al.</i> (2008)	IR	-	<i>Antecedents:</i> Selection (tight criteria and support during the different stages of the IA). <i>Dimensions:</i> CCA. <i>Antecedents:</i> LMIX Interactions. <i>Dimensions:</i> CCA, Performance	✓	✓	✓	✓	✓	✓	✓	Atheoretical
82	JCAF	Yeston and Hall (2008)	IR	-	<i>Antecedents:</i> CCT, Protégé Experience (Affected by gender), Peer Support (affected by gender), Cultural clusters of the home and host countries. <i>Dimensions:</i> Job Satisfaction, Turnover Intentions	✓	✓	✓	✓	✓	✓	✓	Leader-Member Exchange Theory (Liden and Maslyn, 1998)
83	HRM	Benson and Parke (2009)	Quan	Survey/RA	<i>Antecedents:</i> LMIX Interactions. <i>Dimensions:</i> CCA, Performance	✓	✓	✓	✓	✓	✓	✓	Atheoretical
84	HRM	Bozonelos (2009)	Quan	Survey/ANCOVA/HR	<i>Antecedents:</i> CCT, Protégé Experience (Affected by gender), Peer Support (affected by gender), Cultural clusters of the home and host countries. <i>Dimensions:</i> Job Satisfaction, Turnover Intentions	✓	✓	✓	✓	✓	✓	✓	Atheoretical
85	HRMR	Caligiuri <i>et al.</i> (2009)	IR	-	<i>Antecedents:</i> Selection (Personal Characteristics, Language Skills, International experience as predictors)	✓	✓	✓	✓	✓	✓	✓	Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Earliest definition of expatriate success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
86	HRM	Cerin and Le Breton (2006)	IR	-	Dimensions: Career Success, Job Success, Development Success, Performance	✓			✓			✓	Theory of Fit (e.g. Kristof, 1996), Human Capital Theory (Becker, 1964) and Steward Theory (Stawes, 1973)
87	JJMR	Harvey and Moeller (2006)	IR	-	Antecedents: Selection (motivation), Training, Repatriation	✓							Atheoretical
88	JJHRM	Keng and Huang (2009)	IR	-	Dimensions: Performance								Atheoretical
89	HRM	Olsen and Martins (2009)	IR	-	Antecedents: HCNs Support	✓							Social Identity Theory (Tajfel, 1978; Tajel and Turner, 1979)
90	JJHRM	Thite et al. (2009)	Mix	In depth interviews	Antecedents: Cultural Distance								Atheoretical
91	HRM	Tungh and Peiperl (2009)	Quan	Mail survey/ interviews with HR professionals/ comparative analysis	Dimensions: Premature Termination, OCA, Performance								Atheoretical
92	Book 3	Braga and Kubo (2010)	IR	-	Antecedents: Strong Organizational Culture								Atheoretical
					Dimensions: Willingness to remain till the end of LA, Premium Pay								
93	PR	Cagin and Fish (2010)	Quan	Survey/SEM/OLS regression	Antecedents: Selection, Predicting individual's value, Orientations	✓							Atheoretical
94	BAR	De Maccob-Sears and Galsky (2010)	Mix	Interviews, Survey	Dimensions: Performance								Atheoretical
					Antecedents: Commitment, Interdependence, Coordination, Communication	✓							
95	CRJEJ	Daines et al. (2010)	Quan	Survey/MCA	Antecedents: Expatriate's personality, Dimensions: OCA, Performance, Assessment Value								Atheoretical
96	JJHRM	Hemmasi et al. (2010)	Quan	Survey/Scale development	Dimensions: OCA, Satisfaction, Organizational Commitment, Performance, Professional development, Career advancement, Micro-organizational Contribution, Effectiveness								Atheoretical
97	AJBM	Lee (2010)	Qual	In depth interviews	Antecedents: IQ, CQ, EQ								Atheoretical
					Dimensions: OCA, Performance								

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Table A1.

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
98	ARCCM 2010	Moore and Elmstahl (2010)	Qual	A face-to-face questionnaire interview	Antecedents: Cross-Cultural Difference	✓							Atheoretical
99	IJHRM	Templer (2010)	Quan	Survey/HRA	Antecedents: HCNs perceived importance of expatriate's personal attributes, Ethnocentric attitudes of HCNs. Dimensions: Work Adjustment, Subordinate Commitment, Job Satisfaction, Unit Performance	✓	✓	✓	✓	✓	✓		Atheoretical
100	IJHRM	Traxvik and Richardson (2010)	Quan	Survey	Dimensions: [Objective] Earnings and Promotions[Subjective] Career and Job Satisfaction		✓	✓	✓	✓	✓	✓	Atheoretical
101	IJCHM	Causin et al. (2011)	Quan	Survey	Antecedents: CCT. Dimensions: Expatriate's Success		✓	✓	✓	✓	✓	✓	Atheoretical
102	ACM 2011	Gerth and Dekmann (2011)	Quan	Survey/HRA	Dimensions: Career Satisfaction, Job Satisfaction, Intention to leave the organization			✓	✓	✓	✓	✓	Person-Environment Fit Theory (e.g. Kristof, 1996) and the Boundaryless Career Perspective (e.g. Arthur and Rousseau, 1996) Atheoretical
103	COBRA 2011	Cernigoi and Smir (2011)	Qual	Case studies/In depth interviews	Antecedents: Selection (Learning Organization Skills) Dimensions: CCA	✓		✓	✓	✓	✓	✓	Human Capital Theory (Becker, 1964; Ng et al., 2008) Atheoretical
104	IJHRM	Hamori and Karamanoc (2011)	Quan	Surveys/HRA	Dimensions: Shortest time to get promoted to the top			✓	✓	✓	✓	✓	Atheoretical
105	AJCEB	Kozlowski et al. (2011)	Qual	In depth interviews	Antecedents: HCNs' Support, Job Parameters, Organizational Completion of A, Job Satisfaction, Performance	✓		✓	✓	✓	✓	✓	Atheoretical
106	AJEM	Lai (2011)	Quan	Survey/MRA	Antecedents: Selection, Training, Family Support, Speech Ability, Capacity, Intraface Ability, Leadership, Family Status and Cultural Perception			✓	✓	✓	✓	✓	Atheoretical
107	AJEM	Lee and Wu (2011)	Quan	Survey	Antecedents: Person-Organization Fit, Psychological Climate, CCA, Personality Traits, Innovative Climate. Dimensions: Performance			✓	✓	✓	✓	✓	Psychological Climate Theory (James and Sells, 1981) and Personality Job Fit Theory (Holland, 1987)

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Each of definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
108	JMP	Manson and Carr (2011)	Quan	Survey/ANOVA MANCOVA/BA	<i>Antecedents:</i> Demands/Abilities Fit, Support, Work-Fit, Perceived Fit, <i>Dimensions:</i> Job Satisfaction, Work Engagement, Satisfaction with life Success of multiple stakeholders is the ultimate expatriate's success	✓			✓				Theory of Vocational "Fit" (Beetz and Judge, 1994)
109	JHM	Miao <i>et al.</i> (2011)	Qual	In-depth semi-structured interviews	<i>Antecedents:</i> Psychological support, expatriates' developmental networks <i>Dimensions:</i> CCA				✓				Atheoretical
110	JHRM	Parise and Parks (2011)	Quan	Survey/RA	<i>Antecedents:</i> CCA, Turnover Intention, Performance <i>Dimensions:</i> CCA	✓			✓				Atheoretical
111	CDI	Shen and Kraun (2011)	Qual	In-depth interviews	<i>Antecedents:</i> Psychological support, expatriates' developmental networks <i>Dimensions:</i> CCA	✓			✓				Atheoretical
112	JWB	Solant and Wilkinson (2011)	Qual	Open-ended questions interviews	<i>Antecedents:</i> Solvent Factors, Person Factors, System Factors <i>Dimensions:</i> Performance	✓			✓				Institutional Theory (DiMaggio and Powell, 1991; Scott, 1987, 2001; Tolbert and Zucker, 1996)
113	TBR	Van Bekel <i>et al.</i> (2011)	Quan	Experiment (longitudinal study) ANOVA	<i>Antecedents:</i> HCN's support <i>Dimensions:</i> CCA, Performance	✓			✓				Atheoretical
114	GEOE	Arp (2012)	Qual	MANCOVA Case studies	<i>Antecedents:</i> Soft Skills (the need for diversity of ideas, perspectives, cross-cultural experience, and people management), Hard Skills (the specific knowledge and technical expertise), Local spouse intricacies (the distance of the expatriate to their order involving the CCA host country) <i>Dimensions:</i> CCA	✓			✓				Atheoretical
115	JMD	Cao <i>et al.</i> (2012)	IR	-	<i>Antecedents:</i> Selection (Career Capital, Protean Career Attitude, CQ), Training <i>Dimensions:</i> CCA				✓				Career Capital Theory (Arthur <i>et al.</i> , 1995; DeFillippi and Arthur, 1994)
116	TQR	Gupta <i>et al.</i> (2012)	Qual	Open ended questions interview	<i>Antecedents:</i> CCA accompanying spouse - <i>Dimensions:</i> Expatriate's CCA				✓				Atheoretical
117	JHRM	Harrison and Michalova (2012)	Mix	Semi-structured interviews - Survey	<i>Antecedents:</i> Previous IAs <i>Dimensions:</i> CCA	✓			✓				Atheoretical

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
118	JHRM	Ishtii (2012)	Mix	In depth interviews. Survey/HRA	Antecedents: Local identification (through language proficiency and adopting of communication styles of the subsidiary). Dimensions: CCA, Expatriate's Success	✓	✓	✓	✓	✓	✓	✓	Atheoretical
119	JHRM	Kim and Froese (2012)	Mix	Informal interviews - Survey	Antecedents: Willingness to accept IA. Dimensions: Completion of IA, CCA	✓	✓	✓	✓	✓	✓	✓	Role Identity Salience Theory (Dapuis et al., 2008)
120	JHRM	Lee and Donohue (2012)	Quan	Survey/PA	Antecedents: CCA. Dimensions: Completion of IA, Achieving expected outcomes, On the job effectiveness	✓	✓	✓	✓	✓	✓	✓	Job Performance Theory (Mol et al., 2006)
121	JHRM	Pether et al. (2012)	Quan	Survey/RA/SEM	Antecedents: Systematic selection expatriate's preparation, Spouse's ability to adjust, Acceptance and Support of HCN	✓	✓	✓	✓	✓	✓	✓	Similarity Attraction Paradigm (Byrne, 1971) and Social Identity Theory (Tajfel et al., 1971; Tajfel and Turner, 1999; Tajfel, 1981)
122	Book 11	Toh et al. (2012)	IR	-	Antecedents: CCT (Cultural Management) - Dimensions: Sensitivity, Communication, Knowledge Transfer (Expats, HCNs, Organization)	✓	✓	✓	✓	✓	✓	✓	Social Identity Theory (Tajfel, 1978; Tajfel and Turner, 1979) and Justice Theories (e.g., Blaker and Tyler, 2009; Tyler and Lind, 1992; Smith and Tyler, 1996; Leonardelli and Riefler, 2011)
123	JMD	Van Den Bough and Du Plessis (2012)	Qual	In depth qualitative inductive FG/NI/fo	Antecedents: Status, Identity, Motivations, Organizational Success	✓	✓	✓	✓	✓	✓	✓	The Ability Learning Theory (Kob, 1984)
124	EJIM	Varma et al. (2012)	Quan	Survey/ANOVA	Antecedents: HCN and Expatriate interactions. Dimensions: CCA	✓	✓	✓	✓	✓	✓	✓	Atheoretical
125	CER	Venadi (2012)	IR	-	Dimensions: CCA	✓	✓	✓	✓	✓	✓	✓	Atheoretical
126	CDI	Cao et al. (2013)	Quan	Survey/SEM	Antecedents: Protean Career Attitude. Dimensions: CCA	✓	✓	✓	✓	✓	✓	✓	The psychic distance theory (Johnston and Valina, 1992) Theory of Reasoned Action (Fishbein and Ajzen, 1973) and Cultural Intelligence Theory (Earley and Ang, 2003)
127	MRR	Huff (2013)	Quan	Survey/HSEFA/HRK	Antecedents: CQ, Language Proficiency. Dimensions: CCA, Willingness to complete IA	✓	✓	✓	✓	✓	✓	✓	Developmental/Contextual Career Theory (Vondracek and Schulenberg, 1996) Atheoretical

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Each's definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
128	JHRM	Kim and Tung (2013)	Mix	In-depth interviews Survey	<i>Antecedents:</i> Expatriate's Person, Experience, Work Life Balance <i>Dimensions:</i> Satisfaction with IA	✓			✓			Atheoretical	
129	CDI	Lee et al. (2013)	Quan	Survey/SEM	<i>Antecedents:</i> Social Support (Socialization of HCN's, CO), Transformational Leadership <i>Dimensions:</i> Performance, OCA	✓	✓		✓			Social Learning Theory (Bandura, 1977) and Social Exchange Theory (Wayne et al., 1997)	
130	GEOE	Menuly and Geri (2013)	Qual	Case study	<i>Antecedents:</i> Goal Congruence (between the sending supervisor and the expatriate) <i>Dimensions:</i> Performance, Turnover, Intention					✓		Psychological Contract Theory (Rousseau, 1989)	
131	JHRM	Parthé et al. (2013)	Quan	Survey/RA	<i>Antecedents:</i> Goal Congruence (between the sending supervisor and the expatriate) <i>Dimensions:</i> Performance, Turnover, Intention					✓		Goal Congruence Theory (Deutsch, 1973; Johnson and Johnson, 1989; Chan et al., 2005) and Leader-Member Exchange Theory (Liden and Maslyn, 1998)	
132	JGM	Schitter and Boerner (2013)	Qual	In depth interviews	<i>Antecedents:</i> Family, Work Interface <i>Dimensions:</i> Family Adjustment	✓				✓		Atheoretical	
133	WASJ	Zainal et al. (2013)	Quan	Survey	<i>Antecedents:</i> Organizational Support, Training (Language and cultural aspect of the host country), Communication between HCN's and expatriates <i>Dimensions:</i> CCA <i>Dimensions:</i> CCA	✓	✓		✓			Atheoretical	
134	JHRM	Bader and Berg (2014)	IR	-	<i>Antecedents:</i> Selection, Performance <i>Dimensions:</i> POC, HCNs and expatriates' interactions	✓			✓			Atheoretical	
135	JHRM	Bonache and Neethan (2014)	IR	-	<i>Antecedents:</i> Selection, Performance <i>Dimensions:</i> POC, HCNs and expatriates' interactions	✓			✓			Atheoretical	
136	JHRM	Cao et al. (2014)	Quan	Survey	<i>Antecedents:</i> Career satisfaction, Intention to stay <i>Dimensions:</i> Protean Career Attitude, Boundaryless Career Attitude, Careerist Orientation	✓			✓			Social Capital Theory (Bourdieu, 1986) and Theory of Transnational Network for Migrants (Saxenian, 2006)	
137	JHRM	Gerdm and Le Pargneux (2014)	Quan	Survey	<i>Antecedents:</i> Career Satisfaction, Job Satisfaction, Intention to leave IA	✓			✓			Person-Environment Fit Theory (e.g. Kristof, 1996)	

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
138	KSSJ	Danmaman (2014)	Qual	In-depth interviews NVIVO	<i>Antecedents:</i> Previous IA's experiences - <i>Dimensions:</i> Expatriate's attitude towards the new culture	✓			✓				Atheoretical
139	Book 12	Haslberger <i>et al.</i> (2014)	IR	-	<i>Antecedents:</i> CCA - <i>Dimensions:</i> Performance, Retention, Career Satisfaction	✓			✓				Person-Environment Fit Theory (e.g. Kristof, 1996) and Theory of Work (Davis and Lofquist, 1978)
140	JREM	Jones <i>et al.</i> (2014)	Qual	Semi-structured interviews/Open axial and selective coding	<i>Antecedents:</i> Training targeting managerial decision making, Organizational culture, Management vision, International market mind set <i>Dimensions:</i> CCA, Performance, Completion of IA	✓			✓				Personality Trait Theory (Even, 1998)
141	JCPIS	Kislori and Kumar, (2014)	IR	-	<i>Dimensions:</i> CCA, Time to proficiency, Performance, Satisfaction	✓			✓				Atheoretical
142	APER	Lauring and Schner (2014)	Quan	Survey/ANCOVA ANOVA	<i>Dimensions:</i> CCA, Time to proficiency, Performance, Satisfaction	✓			✓				Atheoretical
143	Book 9	Lee and Karrika (2014)	Quan	Survey/CFA/RA	<i>Antecedents:</i> Individual factors, Family factors, Social factors - <i>Dimensions:</i> CCA, Performance, Knowledge Transfer, Innovation	✓			✓				Social Learning Theory (Bandura, 1977), Family System Theory (Bowen, 1978) and Spillover Theory (Pleck, 1977)
144	JGM	Sprungo and Marnhofer (2014)	Quan	Survey/RA	<i>Antecedents:</i> Self efficacy, Role conflict, Role discrepant, Supervisor support <i>Dimensions:</i> Work-family balance, Self satisfaction, Contribution to the family and home country, society	✓			✓				Atheoretical
145	SAJHRM	Valk <i>et al.</i> (2014)	Qual	In-depth interviews/ Kodani 1,2	<i>Dimensions:</i> Work-family balance, Self satisfaction, Contribution to the family and home country, society <i>Dimensions:</i> CCA				✓				Career Capital Theory (Arthur <i>et al.</i> , 1995; DeFillippi and Arthur, 1994)
146	SOSE	Winchani <i>et al.</i> (2014)	Qual	In-depth interviews	<i>Dimensions:</i> CCA				✓				Atheoretical
147	EDP Sciences	Zaino <i>et al.</i> (2014)	Quan	Survey	<i>Dimensions:</i> CCA				✓				Atheoretical
148	JCA	Almazrouei and Zaccs (2015)	Qual	Structured face-to-face interviews	<i>Antecedents:</i> Leadership (Enhanced by EI)				✓				Atheoretical
149	SBS	Araci (2015)	MA	-	<i>Antecedents:</i> Selection, Training (Inercultural), Organizational and Social Supports - <i>Dimensions:</i> Performance				✓				Atheoretical

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
150	JSOB	Berjeb-Ribeiro and Andrade (2015)	IR	-	Antecedents Selection (Knowledge, Skills and Abilities)	✓						✓	Atheoretical
151	JGM	Coubil et al. (2015)	Qual	Semi-structured interviews/content analysis	Dimensions: Job and Personal well-being, Satisfaction, Work-life balance, Organizational Commitment, Turnover, Performance, Spouse's Adjustment Status				✓			✓	Atheoretical
152	IJR	Chen (2015)	Quan	Survey/HRA	Performance				✓				Atheoretical
153	JGM	Davies et al. (2015)	Quan	Survey/CFM/ANOVA	Antecedents: CCA (affected by CQ, Dimensions: Organizational Commitment, Job Satisfaction, Turnover Rate, Performance)				✓				Relational Demography Theory (Tsui and ORcally, 1999)
154	JHRM	Gallego-Tobeb (2015)	Qual	Case study	Antecedents: Well-being, Job satisfaction, Performance, Trainings, Dimensions: Organizational Commitment, Job Commitment				✓			✓	Atheoretical
155	IJR	Gibson et al. (2015)	IR	-	Antecedents: Targeted expatriate's expectation - Dimensions: CCA				✓				Atheoretical
156	JHRIM	Howe-Walsh et al. (2015)	IR	-	Dimensions: Performance, Completion of IA				✓			✓	Atheoretical
157	JWB	Fain et al. (2015)	Quan	Survey	Antecedents: Language Proficiency - Dimensions: CCA				✓				Atheoretical
158	EJM	Kewani and Mon (2015)	Quan	Survey/CAMRA	Antecedents: Role ambiguity, Role novelty, Organizational support, Spouse's adjustment				✓				Role Theory (Katz and Kahn, 1978)
159	JHRM	Kempen et al. (2015)	Quan	Survey/CFM/ECs/HRA	Antecedents: Role ambiguity, Role ambiguity, Work-family CCA				✓				Atheoretical
160	Book 4	Kerner (2015)	IR	-	Antecedents: Spouse's adjustment status - Dimensions: CCA				✓				Atheoretical
161	PJMES	Krishnaveni and Arathi (2015)	Qual	In depth interviews	Antecedents: Organizational support, CCT - Dimensions: Performance				✓			✓	Atheoretical

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
162	Book 4	Lazarova <i>et al.</i> (2015)	Quan	Survey	<i>Antecedents:</i> Spouse and family adjustment, Willingness to go on IA. <i>Dimensions:</i> Completion of IA, CCA, Performance	✓	✓	✓	✓	✓	✓	World/ Life Balance (Greenhaus and Beutell, 1985; Greenhaus and Powell, 2003, 2006), Family Systems Theory (Cajigas <i>et al.</i> , 1998a, b; Olson, 1993; Rosenbush and Gesh, 2012), Crossover Theory (Westman, 2001; Westman <i>et al.</i> , 2004), and the Job Demands-Resources Model (Bakker and Demerouti, 2007; Demerouti <i>et al.</i> , 2001; Karasek, 1979)	
163	APJHR	Li and Jackson (2015)	Qual	In-depth interviews	<i>Dimensions:</i> CCA	✓			✓			Theory of Anxiety and Uncertainty Management in Intercultural Communication (Gudykunst and Ting-Toomey, 1988; Gudykunst, 1993, 2005) Symbolic Leadership Theory (Winkler, 2010)	
164	JCM	Linder (2015)	Mix	Personal interviews and expert interviews - Survey/ PLS-SEM	<i>Antecedents:</i> Leadership - <i>Dimensions:</i> CCA	✓			✓			Atheoretical	
165	Book 1	Montey and Paribonson (2015)	Qual	In-depth interviews/ Analytic induction approach followed by coding and generation of themes	<i>Antecedents:</i> Personal Attributes, Knowledge and skills, Effective management of operations	✓		✓				Atheoretical	
166	JWB	Ren <i>et al.</i> (2015)	Quan	Survey/Multiple RA	<i>Antecedents:</i> Engagement - <i>Dimensions:</i> Performance	✓						Atheoretical	
167	JGM	Sabomas (2015)	Qual	IPA/Semi-structured interviews	<i>Antecedents:</i> Coaching			✓				Self-Determination Theory (Ryan and Deci, 2000) and Relative Deprivation Theory (Crooby, 1976; Martin, 1981)	
168	JHRM	Shen and Jiang (2015)	Quan	Survey/MFA	<i>Antecedents:</i> Expatriate's self-efficacy, Family problems, POS. <i>Dimensions:</i> CCA, Performance (Enhanced by CQ)	✓		✓				Atheoretical	
169	JOA	Almazrouei <i>et al.</i> (2016)	Qual	Structured face-to-face interviews	<i>Antecedents:</i> Leadership (Enhanced by CQ)	✓			✓			Atheoretical	
170	JGM	Buckler <i>et al.</i> (2016)	Qual	In-depth interviews	<i>Antecedents:</i> Knowwhy, Know-how, Know-when. <i>Dimensions:</i> CCA	✓			✓			Atheoretical	

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Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theory/es employed	
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational			
171	JWB	Colquhoun and Boudette (2016)	IR	-	<i>Antecedents:</i> Change in individuals' experiences as a function of being and living in another country. Personality characteristics. Motivation for success abroad.	✓							Atheoretical	
172	JTD	Colquhoun and Tarique (2016)	Quan	Survey subscale of (NEO-PI-R)/NEO-FFI	<i>Antecedents:</i> Personality traits (e.g. Extraversion, Emotional Stability, Agreeableness, Conscientiousness).	✓								Atheoretical
173	JGM	Colquhoun et al. (2016)	Quan	Survey/RA	<i>Antecedents:</i> HCNs' Support (depends on his/her education and cultural humility). <i>Dimensions:</i> Performance.	✓			✓					Atheoretical
174	Book 10	Causin and Ngunya (2016)	Quan	Survey	<i>Dimensions:</i> Willingness to complete IA.				✓					Atheoretical
175	JGM	Denisi and Senush (2016)	IR	-	<i>Antecedents:</i> CCA, Absorptive Capacity. <i>Dimensions:</i> Task performance, Relationship building, Contextual Performance, Retention.	✓			✓					Atheoretical
176	APJHR	Furusawa and Brewster (2016)	Quan	Survey/MRA	<i>Antecedents:</i> Selection, Pre-departure trainings, Organizational support.	✓			✓					Atheoretical
177	ISECD	Grong and Zhang (2016)	IR	-	<i>Dimensions:</i> CCA, Performance.				✓					Atheoretical
178	HRER	Guo and Sides (2016)	IR	-	<i>Dimensions:</i> CQ, <i>Dimensions:</i> CCA, Performance.				✓					Atheoretical
179	ISCLD 615	Hajo (2016)	Quan	Survey/MRA	<i>Antecedents:</i> Big 5 personality characteristics. Language proficiency. Leadership and management skills. <i>Dimensions:</i> CCA, Performance.	✓			✓					Atheoretical
180	TIER	Makela et al. (2016)	Quan	Survey	<i>Dimensions:</i> Salary development or Promotions.				✓					Atheoretical
181	ER	Menuly and De Gert (2016)	IR	-	<i>Dimensions:</i> Corporate ROI, Individual ROI.									Psychological Contract Theory (e.g. Pace and Sculthorn, 2006; Yan et al., 2002)
182	JOCM	Ojopara (2016)	Quan	Survey/HRACA	<i>Antecedents:</i> CCA.				✓					Atheoretical

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						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
183	JMD	Pinto and Araujo (2016)	Qual	Semi structured interviews/ Thematic content analysis	<i>Antecedents:</i> Interpersonal contacts, Organizational Contacts	✓	✓	✓	✓	✓	✓	Social Capital Theory (Bourdieu, 1988)	
184	HR	Ramaswami <i>et al.</i> (2016)	Quan	Survey	<i>Antecedents:</i> Remuneration (relation between human capital and compensation building) <i>Antecedents:</i> Selection, Training <i>Dimensions:</i> Expatriate's success	✓	✓	✓	✓	✓	✓	Human Capital Theory (Becker, 1983) Atheoretical	
185	JBE	Sevanatham <i>et al.</i> (2016)	Quan	Survey	<i>Dimensions:</i> Social support by supervisor, Organizational support - <i>Dimensions:</i> Performance, Retention, OCA, Commitment	✓	✓	✓	✓	✓	✓	Stress Management Theories (Ashford and Taylor, 1990; Kahn <i>et al.</i> , 1994; Kitz and Kahn, 1978; Minichi, 1974; Lazarova <i>et al.</i> , 2010; Gabykumst and Nishida, 2001)	
186	JGM	Van Der Laan <i>et al.</i> (2016)	SLR	-		✓	✓	✓	✓	✓	✓	Social Capital Theory (Bourdieu, 1988), Social Networks Theory (Dunn, 1983), Social Learning Theory (Bandura, 1977), Exchange theories (Blau, 1984; Goullhier, 1986), Psychological Contracts Theory (Rousseau, 1995) and Leader-Member Exchange Theory (Liden and Maslyn, 1988) Atheoretical	
187	JGM	Eglishon and Dolles (2017)	Qual	Biographical narrative interviews	<i>Antecedents:</i> Strong mental compass (provided by social support and problem-focused coping strategies) - <i>Dimensions:</i> Performance, OCA	✓	✓	✓	✓	✓	✓	Atheoretical	
188	HRMJ	Forster (2017)	Mix	Interviews - Survey	<i>Antecedents:</i> CCT - <i>Dimensions:</i> OCA	✓	✓	✓	✓	✓	✓	Atheoretical	
189	EMJ	Furnham (2017)	Quan	Survey/ANCOVA MANCOV/ARA	<i>Antecedents:</i> Personality Characteristics (Less Neurotic, More Extraverted, Agreeable, Openness, Conscientiousness) - <i>Dimensions:</i> OCA	✓	✓	✓	✓	✓	✓	Atheoretical	
190	HRM	Kumarika <i>et al.</i> (2017)	LR	-	<i>Antecedents:</i> Psychological contract (parent and host companies) - <i>Dimensions:</i> Performance, Intention Turnover	✓	✓	✓	✓	✓	✓	Social Exchange Theory (Blau, 1984; Goullhier, 1990)	

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Each's definition of expat. success	Theories employed	
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational			
191	REEP	Roche (2017)	IR	-	<i>Antecedents:</i> Expatriate selection criteria, Training, Financial support, Family, Financial support, Organization's Support, Compensation <i>Dimensions:</i> CCA, Performance, Intention of early returns <i>Dimensions:</i> Shortest time to get promoted to the top after IAs	✓	✓	✓	✓	✓	✓	✓	Atheoretical	
192	JISA	Salgado and Basfida (2017)	Quan	Survey/SEM/PC	<i>Dimensions:</i> CCA, Performance, Intention of early returns	✓			✓			✓		Atheoretical
193	IBR	Schmid and Wurster (2017)	Quan	Survey/MRA	<i>Dimensions:</i> Shortest time to get promoted to the top after IAs				✓			✓		Human Capital Theory (Becker, 1963) and Elite Theory (e.g., Mills, 1946; Davis, 1964)
194	EJM	Sibiger et al. (2017)	Quan	Survey/OFA/SEM	<i>Dimensions:</i> Satisfaction, Intention to withdraw				✓			✓		Regulatory Focus Theory (Higgins, 1997)
195	Book 7	Tenzen and Schuster (2016)	IR	-	<i>Antecedents:</i> Relational skills and abilities <i>Dimensions:</i> Communication				✓			✓		Atheoretical
196	JGM	Baluku et al. (2018)	MA	-	<i>Antecedents:</i> Flexibility, Adaptability <i>Dimensions:</i> Mobility intentions				✓			✓		Atheoretical
197	PJMS	Beharova et al. (2018)	Quan	Survey	<i>Antecedents:</i> Intercultural Knowledge <i>Dimensions:</i> CCA				✓			✓		Atheoretical
198	JIEB	Gray et al. (2018)	Qual	Structured interviews/Content analysis	<i>Antecedents:</i> Social intelligence, BQ, CQ				✓			✓		Atheoretical
199	CEJ	Davis et al. (2018)	IR	-	<i>Dimensions:</i> CCA, Performance, Withdrawal cognition				✓			✓		Conservation of Resources Theory (Hobfoll, 1989)
200	JHRM	Dekimann and Cerdin (2018)	Qual	In-depth interviews/ Focus group	<i>Antecedents:</i> Know-why, Know-how, Know-when				✓			✓		Intelligent Career Theory (Arthur, Chaman and DeFillippi, 1989)
201	SJM	Gottmannsen et al. (2018)	Qual	In-depth interviews/ Iterative hermeneutical approach	<i>Dimensions:</i> Performance, Career development, Life satisfaction				✓			✓		Atheoretical
202	HRMR	Kang and Shen (2018)	IR	-	<i>Antecedents:</i> HCNs Support <i>Dimensions:</i> Expatriate's Success	✓			✓			✓		Atheoretical
203	MD	Lee (2018)	Quan	Survey/SEM	<i>Antecedents:</i> Previous IAs <i>Dimensions:</i> CCA, Performance				✓			✓		Atheoretical
204	AJBER	Sokro and Meert-Lysson (2018)	Quan	Survey	<i>Antecedents:</i> HCNs Support, Success				✓			✓		Atheoretical
205	MEJM	Tahir and Ereik (2018)	Qual	Semi-structured in-depth interviews	<i>Antecedents:</i> CCA, Expatriate's Success <i>Dimensions:</i> Performance				✓			✓		Atheoretical

(continued)

What does expatriate success mean?

Table A1.

Table A1.

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
206	JFA	Tecce <i>et al.</i> (2018)	Quan	Survey/SEM	<i>Antecedents:</i> Personal value, Environmental factors. <i>Dimensions:</i> Work engagement	✓							Atheoretical
207	QCSM	Wang and Varma (2018)	IR	-	<i>Antecedents:</i> HCN's Support . <i>Dimensions:</i> CCA, Performance, Knowledge Transfer		✓						Intergroup Contact Theory (Allport's, 1954)
208	JGM	Weisheit (2018)	SLR	-	<i>Antecedents:</i> Interpersonal Relocation Mobility Readiness (IRMR). <i>Dimensions:</i> CCA, Satisfaction, Willingness to complete IA			✓					Atheoretical
209	MRR	Akhtal and Liu (2019)	Quan	Cross sectional surveys/MLR	<i>Antecedents:</i> CCA, Performance			✓					Atheoretical
210	JOCM	Bayraktar (2019)	Qual	Digital diary method/Rochester Interaction Record method/Inductive content analysis	<i>Antecedents:</i> Social Support . <i>Dimensions:</i> CCA		✓						Atheoretical
211	QCSM	France <i>et al.</i> (2019)	Mix	Semi-structured interviews/FG .	<i>Antecedents:</i> Self-reflection, Cross-cultural awareness	✓							Atheoretical
212	JGM	Gutormsen and Francisco (2019)	Quan	Survey/RA MANOVA/ ANOVA	<i>Dimensions:</i> CCA, Satisfaction, Willingness to complete IA			✓					Atheoretical
213	ITJ	Hanice (2019)	IR	-	<i>Antecedents:</i> Use of motivating language to boost expatriate's cross-cultural efforts and intrinsic motivation . <i>Dimensions:</i> Expatriate's effectiveness			✓					Motiviting Language Theory (McClelland, 2015), Self-Determination Theory (Deci and Ryan, 1985) and Self-Concordance Theory (Sheldon and Elliot, 1999)
214	SABR	Harry <i>et al.</i> (2019)	Qual	Unstructured Interviews/NI/vo 9	<i>Dimensions:</i> [Objective] Number of promotions, Salary increases etc./[Subjective] Personal judgement, life career satisfaction				✓			✓	Human Capital Theory (Becker, 1964) and Bourdieu's Career Theory (Arthur and Rousseau, 1996)
215	CDI	Janssari and Sulhvan (2019)	Quan	Survey/OFA	<i>Antecedents:</i> Career adaptability construct . <i>Dimensions:</i> CCA			✓					Career Construction Theory (Savickas, 1997, 2005)
216	RCS	Lin <i>et al.</i> (2019)	Quan	Survey/ISRREL model	<i>Antecedents:</i> CCA, Work Stress . <i>Dimensions:</i> job involvement			✓					Atheoretical
217	TBR	Van Bekel and Sulzbrenner (2019)	Mix	Podcasts/In depth interviews - Survey	<i>Antecedents:</i> Motivation, POS CCT . <i>Dimensions:</i> CCA			✓					Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expatriate success	Theories employed	
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational			
218	JHRM	Van Bekel (2019)	IR	-	<i>Antecedents:</i> HCNs' and expatriates' performance. <i>Dimensions:</i> CCA, Performance	✓			✓				Atheoretical	
219	HRMR	Van Der Laken et al. (2019)	MA	-	<i>Antecedents:</i> Social support. <i>Dimensions:</i> CCA (proximal), Commitment (proximal), Performance (long term), Retention (long term)	✓			✓			✓	Social Exchange Theory (e.g., Gouliou, 1996; Kourstis et al., 2017; Reabe and Behr, 2008; Rousseau, 1989; Sears, 1989) and Anxiety/Uncertainty Management Theory (Gabykunst and Nishida, 2001)	
220	JGM	Wan (2019)	Qual	In-depth interviews/Asynchronous emailed interviews	<i>Antecedents:</i> Selection (Big Five personality traits of openness, conscientiousness, extraversion, agreeableness, and emotional stability), training (cultural diversity), Willingness for expatriation. <i>Dimensions:</i> Motivation	✓			✓				Social Capital Theory (Bourdieu, 1985) and Social Learning Theory (Bandura, 1977)	
221	SAJEMS	Webber and Vogel (2019)	Quan	Survey	<i>Antecedents:</i> Preparation, Support and training of the spouse. <i>Dimensions:</i> CCA of the spouse.	✓			✓				Atheoretical	
222	HRH	Aluhidhan et al. (2020)	Qual	Case Study	<i>Antecedents:</i> Selection, Training				✓					Atheoretical
223	JGM	Arabsamy and Kim (2020)	Quan	Survey	<i>Antecedents:</i> EQ, CQ.	✓			✓					Atheoretical
224	JEM	Banco and Sastre Casado (2020)	Quan	HMR	<i>Antecedents:</i> Education, Training, Experience. <i>Dimensions:</i> Performance, Rewards	✓			✓					Atheoretical
225	TIER	Dang and Remmal (2020)	IR	-	<i>Antecedents:</i> (personal) relationships between expatriates and HCNs' families of origin relationships in the host country.	✓			✓					Human Capital Theory (Becker, 1975)
226	JM	Dmitrova et al. (2020)	Quan	Survey/MRA	<i>Antecedents:</i> CCA (influenced by Cultural novelty, Supervisor's support, Job decision latitude).	✓			✓					Family Systems Theory (Bowen, 1978)
227	JGM	Fathi and Kitcher (2020)	SLR	-	<i>Antecedents:</i> Career satisfaction. <i>Dimensions:</i> Career skills, Right motivation to work in a hostile environment. <i>Dimensions:</i> CCA	✓			✓					Job Demands-Resources Theory (Demerouti et al., 2001)

(continued)

What does expatriate success mean?

Table A1.

Table A1.

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
228	Book 8	Froese and Polokampi (2020)	Quan	Survey/ANOVA	Dimensions: CCA, Work Attitudes	✓			✓			Conservation of Resources Theory (Holtfof, 1988)	
229	JTC	Kim (2020)	Quan	Survey	Antecedents: OCT (enhances CQ) · Dimensions: CCA		✓					Transformation Learning Theory (Carrion, 1994-1996; Mezirow, 1991-1992; 1996-1997), Connectionism Theory (Thornbille, 1910) · Atheoretical	
230	Book 8	Malki et al. (2020)	IR	-	Dimensions: [Objective] Number of promotions, Salary Increases etc [Subjective] Personal Judgment like career satisfaction · Antecedents: Confidence · Dimensions: CCA, Performance				✓			Achievement Goal Theory (Kanter et al., 2017) and Expectancy-Value Theory (Aebinson, 1984)	
231	MRR	Prato et al. (2020)	Quan	Survey	Dimensions: CCA, Performance, Commitment, Retention				✓			Social Capital Theory of Career Success (Lin, 1995; Seibert et al., 2001) and Intelligence Theory (Sternberg, 1985; Sternberg and Determan, 1986) · Atheoretical	
232	MJR	Ren et al. (2020)	Quan	Survey					✓				
233	CP	Serti et al. (2020)	Quan	Survey/CFA	Antecedents: CCA (effected by CQ), Dimensions: Performance · Dimensions: Humanistic Leadership style · Dimensions: Resilience · Interaction with the leader and the team	✓							
234	OCSM	Yara and Kocabasur (2020)	Qual	In depth interviews/FGN/IVU.10	Antecedents: CCA (effected by CQ), Dimensions: Humanistic Leadership style · Dimensions: Resilience · Interaction with the leader and the team					✓		Humanistic Leadership Theory (Aebinson et al., 2008; Elm et al., 2014; Herson and Adams, 1997; Zhu et al., 2019) · Atheoretical	
235	Book 8	Wachs and Brewster (2020)	IR	-	Dimensions: [Objective] Number of promotions, Salary Increases etc [Subjective] Personal Judgment like career satisfaction · Antecedents: Trust, Social capital, Knowledge sharing behaviour · Dimensions: Financial performance				✓				
236	JOA	Wu et al. (2020)	Quan	Survey	Antecedents: Trust, Social capital, Knowledge sharing behaviour · Dimensions: Financial performance				✓			Atheoretical	
237	EBPJ	Zaino et al. (2020)	IR	-	Antecedents: Psychological comfort · Dimensions: CCA				✓			Atheoretical	
238	IEM	Bashir et al. (2021)	Quan	Survey/PLS-SEM	Antecedents: Psychological contract · Dimensions: CCA, Commitment, Intrinsic career success				✓			Signaling Theory Spence (1972) and Motivation Theory (Maslow, 1943)	

(continued)

Serial	Source	Authors (year)	Method	Tools	Study foci	Antecedents			Dimensions			Explicit definition of expat. success	Theories employed
						Individual	Interpersonal	Organizational	Individual	Interpersonal	Organizational		
239	JBSAM	Chen <i>et al.</i> (2021)	Quan	Survey/ANOVA/PLS-SEM	<i>Antecedents:</i> FOS, HRN's Support Role, Intra-organizational Social Support, Dimensions: CCA	✓	✓	✓	✓	✓	✓	Conservation of Resources Theory (Hobfoll, 1989)	
240	JHRM	David <i>et al.</i> (2021)	Quan	Survey/Bias corrected bootstrapping	<i>Antecedents:</i> FOS, FNOP, Organizational CG, Gender, Career Satisfaction, Community Career Satisfaction, Organizational Commitment	✓	✓	✓	✓	✓	✓	Strategic Human Resource Management Theory (Wright and McMahan, 1992)	
241	JGM THEM	Doke <i>et al.</i> (2021)	Qual	In-depth interviews	<i>Antecedents:</i> Organizational support (Financial support, Housing relocation assistance, Schooling support for children, Career counselling for partners), Pre-departure trainings, Dimensions: CCA	✓	✓	✓	✓	✓	✓	Gender Role Theory (Bachy, 1987) and Job Demands Resources (JD-R) model (Bakker and Demerouti, 2007)	
242	ECKM	Gadim <i>et al.</i> (2021)	Qual	Case Study/Semi-structures interviews	<i>Antecedents:</i> Selection, Knowledge Management	✓	✓	✓	✓	✓	✓	Atheoretical	
243	JWB	Lazavova <i>et al.</i> (2021)	Quan	Survey/CFA/MLR	<i>Dimensions:</i> [(Objective) Number of promotions, Salary increases/ [(Subjective) Personal Judgment: ] like career satisfaction	✓	✓	✓	✓	✓	✓	Conservation of Resources Theory (Hobfoll, 1989)	
244	JHRM	Marques <i>et al.</i> (2021)	Quan	Survey/PLS-SEM	<i>Antecedents:</i> Responsible leadership - Dimensions: CCA, Performance	✓	✓	✓	✓	✓	✓	Responsible Leadership (Pless and Maak, 2012) and Social Identity Theory (Tajfel, 1978; Tajfel and Turner, 1979)	
245	JGM THEM	Rey and Madestwari (2021)	Qual	Semi-structured interviews/INVo 8	<i>Antecedents:</i> Social Support from various domains (Community, Family, and Work) - Dimensions: CCA, S, S, S	✓	✓	✓	✓	✓	✓	Atheoretical	
246	EJTD	Tahir (2021)	Qual	In-depth unstructured interviews/INVo	<i>Antecedents:</i> Knowing the need culture and business norms in the subsidiary	✓	✓	✓	✓	✓	✓	Atheoretical	
247	JGM THEM	Valk (2021)	Qual	Interviews and self-reports/Kobani 1.2	<i>Antecedents:</i> Competencies, Knowledge, Skills, Abilities, Other characteristics - Dimensions: CCA, Completion of IA	✓	✓	✓	✓	✓	✓	Human Capital Theory (Bealer, 1984, 2002)	
248	JPE	Zhang <i>et al.</i> (2021)	Quan	Survey/DEA/SEM/DT	<i>Antecedents:</i> Selection (DT)	✓	✓	✓	✓	✓	✓	Cultural Dimensions Theory (Hofstede, 1980, 2001)	
249	JM	Zhou (2021)	Mix	Cases/Interviews/Observation - Surveys/Harman's single-factor test/ CFA/MRA	<i>Antecedents:</i> Psychological Contract of expats and MNCs	✓	✓	✓	✓	✓	✓	Psychological Contract Theory (Rousseau, 1989)	

Note(s): The acronyms are tabulated in Table 2 below

What does expatriate success mean?

Table A1.

**Table A2.**  
 List of manuscripts  
 explicitly defining  
 expatriate success

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
1	NAEM	Aycan (1997)	LR	"Therefore, the two most critical criteria of "expatriate success" are adjustment and acculturation process to the adjustment of the expatriate and highlights the importance of studying the process from the Individual and organisational levels	Individual and organisational	Adjustment Performance	Expatriate success	OE	Social Exchange Theory (Homans, 1958), Vernon's Life Cycle Theory (Vernon, 1966), Social Learning Theory (Bandura, 1977) and Adaptation-Level Theory (Helson, 1964)
2	NAEM	Caligiuri (1997)	Quan	The author suggests the following: the three most common criteria for evaluating expatriate success have been: (1) completion of the foreign assignment, (2) cross-cultural adjustment and (3) performance on the foreign assignment	Individual and organisational	Completion of the IA Adjustment Performance	Success in the IA	OE	Theory of Expatriate Performance, including contextual, managerial, technical and expatriate-specific dimensions is proposed based on (Campbell <i>et al.</i> , 1993)
3	LODj	Jordan and Cartwright (1998)	LR	"In expatriation, success can be defined as a successful cultural adjustment that leads to personal growth as much as it can be defined as high performance at work."	Individual and organisational	Adjustment Performance	Expatriate success	OE	Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
4	HRM	Porter and Tansky (1999)	LR	"Success can be defined in many ways. Here we consider success to the organisation in terms of the expatriate achieving specific objectives. These objectives would often include some financial goals but might also be in the form of market share gain, introducing a new product or service, cycle time improvements, or quality objectives. Accomplishing the stated business objectives will require interaction with people in the host country, so it is unlikely to happen unless the manager assimilates. To avoid unnecessary expense, it is also crucial that the Individual complete the entire term of the assignment, which is more likely if both the employee and his/her family view the experience positively and have expectations for career benefit following the assignment. Although the assimilation, the endurance, the psychological factors and the career expectations can be considered success outcomes in their own right (Gregersen, 1992), we regard all of these as contributing factors to whether the expatriate achieves assigned business objectives."	Organisational	Completion of the IA Achieving organisational goals	Success in the IA	OE	Atheoretical
5	JM	Kraimer and Wayne (2004)	Quan	"Consistent with this converging view of expatriate success, we define success in terms of expatriate adjustment, commitment to the organisation, job performance and intentions to complete the assignment."	Individual and organisational	Adjustment Commitment to the organisation Performance Intention to complete IA	Expatriate success	OE	Atheoretical

(continued)

What does expatriate success mean?

Table A2.

Table A2.

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
6	JTMD	Harcar and Harcar (2004)	LR	In this study, expatriate women's success is defined with two variables, job withdrawal and work performance, which are affected by family issues and HR policies	Organisational	Job withdrawal intentions Performance	Expatriate success	OE	Spillover Theory (Pleck, 1977)
7	CDI	Gabel <i>et al.</i> (2005)	Mix	... "Consequently, at the Individual level, the research reported here considers four success indicators: (1) cross-cultural adjustment, (2) performance evaluation, (3) complete a full term of the assignment and (4) life satisfaction."	Individual and organisational	Adjustment Performance Completion of the IA Life satisfaction	Success in the IA	OE	Atheoretical
8	SMR	Varner and Palmer (2005)	LR	"How effective is the expatriate during his/her stay? How long does the expatriate stay with the company after repatriation? What knowledge has the expatriate gained and how is the company institutionalising and using that knowledge?"	Individual and organisational	Expatriate's effectiveness during the IA Expatriate's tenure after repatriation Expatriate's Knowledge gain Organisation's use of expatriate's gained knowledge	Expatriate success	Not Specified	Atheoretical
9	Book 6	Van Vianen <i>et al.</i> (2008)	LR	"Expatriates who remain in their assignments until the end of the term (attendance), meet the performance standards and adjust to the new culture (satisfaction, well-being) are considered as the most successful ones"	Individual and organisational	Completion of IA Meeting performance standards Adjustment	Expatriate success	Not Specified	Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
10	GBOE	Menulty (2008)	Qual	The author proposes a definition and a method of ROI calculation using expatriates. In fact, in this article, "expatriate ROI" is defined as "a calculation in which the financial and non-financial benefits to the firm are compared with the financial and non-financial costs of the international assignment, as appropriate to the assignment's purpose." "Individual success during expatriation and repatriation encompasses what we call career success, job success and development success. We also propose to measure IA success at the organisational level during expatriation and repatriation by performance."	Organisational	Expatriate's ROI: financial and non-financial benefits to the firm vs the financial and non-financial costs incurred by the organisation	Expatriate success	OE	Atheoretical
11	HRM	Cerdin and Le Pargneux (2009)	LR	"Individual success during expatriation and repatriation encompasses what we call career success, job success and development success. We also propose to measure IA success at the organisational level during expatriation and repatriation by performance."	Individual and organisational	Career success Job success Development success Retention of employees	Expatriate success in the IA	OE	Theory of Fit (eg Kristof, 1996), Human Capital Theory (Becker, 1964) and Signal Theory (Spence, 1973) Atheoretical
12	IJHRM	Traavik and Richardsen (2010)	Quan	Objective career success was defined by extrinsic, visible outcomes such as earnings or promotions, whereas subjective career success was defined by intrinsic outcomes such as career and job satisfaction	Individual	Objective outcomes (earnings and promotions) Subjective outcomes (career and job satisfaction)	Career success	OE/SIE	Atheoretical
13	IJHRM	Pattie and Parks (2011)	Quan	"... three outcomes that are critical measures of expatriate success: adjustment, turnover intentions and expatriate performance."	Individual and organisational	Adjustment Turnover intentions	Expatriate success	OE	Atheoretical
14	IJHRM	Hamori and Koyuncu (2011)	Quan	This paper focuses on the career success of expatriates and defines it as the shortest time to get promoted to the top	Individual	Performance Shortest time to get promoted to the top	Career success	OE	Human Capital Theory (Becker, 1964; Ng <i>et al.</i> , 2005)

(continued)

What does expatriate success mean?

Table A2.

Table A2.

Serial Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
15 AOM 2011	Cerdin and Dickmann (2011)	Quan	The authors explored two success criteria from an Individual perspective, career satisfaction and job satisfaction. Moreover, from the organisational perspective, they evaluated the expatriate's intention to leave the organisation as a measure of IA success (failure)	Individual and organisational	Career satisfaction Job satisfaction Intention to leave the organisation	Success in the IA	OE	Person-Environment Fit Theory (e.g. Kristof, 1996) and the Boundaryless Career Perspective (e.g. Arthur and Rousseau, 1996) Atheoretical
16 TIBR	Van Bakel <i>et al.</i> (2011)	Quan	"It is therefore important to include both cross-cultural adjustment and performance in studies concentrating on the determinants of the success of international assignments." "If an expatriate assignment is truly successful, the expatriate should gain knowledge and experience, the HCN should gain knowledge and career capital and the organisation should benefit both because of the successful transfer of information that motivated the assignment in the first place, but also from the career capital gained by all of its employees"	Individual and organisational	Adjustment Performance	Success in the IA	Not Specified	Social Identity Theory (Tajfel, 1978; Tajfel and Turner, 1979) and Justice Theories (e.g. Blader and Tyler, 2009; Tyler and Lind, 1992; Smith and Tyler, 1996; Leonardelli and Toh, 2011)
17 Book II	Toh <i>et al.</i> (2012)	LR		Individual, interpersonal and organisational	Expatriate's knowledge and experience gain HCN's knowledge and career capital gain Organisation's successful transfer of information	Expatriate success Expatriate failure	Not Specified	

(continued)

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theories employed
18	APBR	Lauring and Selmer (2014)	Quan	<p>.. "The evaluation of an IA (whether successful or failure) can be approached from two perspectives or two different levels. At the Individual level, the main concern is the expatriate. Expatriate retention, Individual performance or cross-cultural adjustment are some factors related on an Individual level (e.g. Caligiuri, 1997, 2000; Takeuchi <i>et al.</i>, 2002). On the other hand, organisational perspectives are concerned with the effectiveness of the international human resources strategies practised in the organisation. Recruitment, selection and compensation are some examples of these strategies and return investments."</p> <p>"... this study will primarily deal with four basic variants: work adjustment, time to proficiency, job performance and job satisfaction."</p>	Individual and organisational	Job Performance Desire to leave the assignment early Satisfaction	Success in the IA OE	OE Atheoretical	
19	SAJHRM	Valk <i>et al.</i> (2014)	Qual	<p>This article defines an expatriate's success from the Individual perspective. Based on the female (India) expatriates interviewed for their career success, they consider having work-family balance, self-satisfaction and contribution to the family and home country society as the outcome of a successful career</p>	Individual and organisational	Adjustment Time to proficiency Performance job satisfaction	Expatriate success	SIE	Career Capital Theory (Arthur <i>et al.</i> , 1995; DeFillippi and Arthur, 1994) Atheoretical
20	JGM	Canhial <i>et al.</i> (2015)	Qual	<p>This article defines an expatriate's success from the Individual perspective. Based on the female (India) expatriates interviewed for their career success, they consider having work-family balance, self-satisfaction and contribution to the family and home country society as the outcome of a successful career</p>	Individual and interpersonal	Work - family balance Self-satisfaction Contribution to the family and home country	Career success	SIE	Atheoretical

(continued)

What does expatriate success mean?

Table A2.

Table A2.

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
21	IJHRDM	Howe-Walsh <i>et al.</i> (2015)	LR	A successful expatriation is one where the individual performs effectively in a foreign country and remains for the planned duration and part of successful expatriation includes retaining the repatriate when they return to the home organisation ... "We base our choice of constructs on Harzing and Christensen (2004), who urge the use of the well-established HRM concepts of performance and turnover in evaluating expatriate success or failure." .. Hence, the current study used withdrawal cognition and job satisfaction as expatriation success."	Organisational	Performance Completion of the IA Repatriation	Success in the IA	Not Specified	Atheoretical
22	HRM	Kumarika Perera <i>et al.</i> (2017)	LR	"Expatriate success is often evaluated in terms of expatriate adjustment, job performance and withdrawal cognitions."	Organisational	Performance Turnover intention	Expatriate success Expatriate failure	OE	Social Exchange Theory (Blau, 1964; Gouldner, 1960)
23	BJM	Silbiger <i>et al.</i> (2017)	Quan	"Expatriate success is often evaluated in terms of expatriate adjustment, job performance and withdrawal cognitions."	Individual and organisational	Job satisfaction Intention to withdraw	Success in the IA	Not Specified	Regulatory Focus Theory (Higgins, 1997)
24	IBR	Schmid and Wurster (2017)	Quan	"Expatriate success is often evaluated in terms of expatriate adjustment, job performance and withdrawal cognitions."	Individual	The shortest time to get promoted to the top after being on IAs	Career success	OE	Human Capital Theory (Becker, 1983) and Elite Theory (e.g. Mills, 1956; Davis, 1994)
25	ODJ	Davis <i>et al.</i> (2018)	LR	"Expatriate success is often evaluated in terms of expatriate adjustment, job performance and withdrawal cognitions."	Individual and organisational	Adjustment Performance Withdrawal cognitions	Expatriate success	Not Specified	Conservation of Resources Theory (Hobfoll, 1988)

(continued)

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theories employed
26	HRMR	Van Der Laken <i>et al.</i> (2019)	MA	.. "We included four success criteria in order to balance between psychological processes and organisational outcomes: expatriates' adjustment, commitment, performance and retention. We consider adjustment and commitment to be proximal outcomes as they constitute direct psychological responses to received social support. Performance and retention can be regarded as longer-term behavioral responses to social support and can thus be considered more distal criteria of success."	Individual and organisational	Adjustment Commitment to the organisation Performance Retention	Expatriate success	OES/IE	Social Exchange Theory (e.g. Gouldner, 1960); Kurtzess <i>et al.</i> , 2017; Raabe and Beehr, 2003; Rousseau, 1989; Seers, 1989) and Anxiety/ Uncertainty Management Theory (Gadykunst and Nishida, 2001)
27	SABR	Harry <i>et al.</i> (2019)	Qual	.. "The grouping of career success has been on two continuums. Firstly, career success is a subjective experience associated with psychological success and emphasises career satisfaction (Shaffer <i>et al.</i> , 2012; Shortland, 2018) and job satisfaction (Hussain and Deery, 2018). Secondly, career success can also be framed as an objective reality, emphasising more on measurable outcomes such as job security, promotions and salary (Egner, 2013; Lee, 2006; Zlatc, 2014)."	Individual	Objective measures; Job security, Promotion and Salary Subjective measures; Career and job satisfaction	Career success	SIE	Human Capital Theory (Becker, 1964) and Boundaryless Career Theory (Arthur and Rousseau, 1996)

(continued)

What does expatriate success mean?

Table A2.

Table A2.

Serial Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
28 Book 8	Waxin and Brewster (2020)	LR	<p>„Career success is defined as the accomplishment of desirable work-related outcomes at any point in a person's career (Arthur <i>et al.</i>, 2005). Career success consists of two dimensions (Ng <i>et al.</i>, 2005): Objective career success includes externally comparable or more tangible indicators of a person's career development, such as salary and promotions (Arthur <i>et al.</i>, 2005); subjective career success refers to a person's internal reflection and evaluation and is often operationalised as career satisfaction (Ng <i>et al.</i>, 2005)“</p>	Individual	Objective measures, Salary Promotions Subjective measures, Career satisfaction	Career success	SIE	Atheoretical

(continued)

Serial	Source	Authors (year)	Method	Definition of Expatriate's success (ES)	Levels	Key terms	Specific terms referring to success	Type of expats	Theory/ies employed
29	Book 8	Mello <i>et al.</i> (2020)	LR	.. "Empirical studies of expatriates define career success as the accomplishment of desirable, positive psychological or work-related outcomes as a result of international experiences accumulated over time (Holbridge and Ambrosius, 2015; Ng <i>et al.</i> , 2005; Sautari <i>et al.</i> , 2018). In the careers' literature, objective career success is defined as factors directly observable by others and measurable in a standardised way, such as salary or promotions (Arthur <i>et al.</i> , 2005; Guinz and Heslin, 2005). Subjective career success is defined as the focal actor's evaluation and experience of achieving career outcomes meaningful to them personally (Ng <i>et al.</i> , 2005; Seibert <i>et al.</i> , 2001; Shockley <i>et al.</i> , 2016), typically measured as career satisfaction (Greenhaus <i>et al.</i> , 1990; Seibert <i>et al.</i> , 2013) or perceived career success (Heslin, 2003; Turban and Dougherty, 1994) and, more recently, as a multidimensional evaluation of career facets, such as growth and development, personal life and authenticity (Shockley <i>et al.</i> , 2016)."	Individual	Objective measures Promotions Salaries Subjective measures: Career satisfaction Growth Development Personal Life Authenticity	Career success	SIE	Atheoretical
30	JWB	Lazzrova <i>et al.</i> (2021)	Quan	.. "Career satisfaction as a measure of career success."	Individual	Subjective measures: Career satisfaction Ability to work effectively and live contentedly	Career success	OE	Conservation of Resources Theory (Hobfoll, 1989) Human Capital Theory (Becker, 1964, 2002)
31	JGM THEMR	Valk (2021)	Qual	.. "Hence, we offer a definition of expatriate effectiveness and success that is more broad than these four criteria and the definitions of Bird <i>et al.</i> (2010), Ross (2011), drawing upon the contributions of aforementioned authors, namely the ability to work effectively and live contentedly abroad."	Individual and organisational		Expatriate success	Not Specified	

What does expatriate success mean?

Table A2.

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Journals

<i>Academy of Management Executive</i>	AME
<i>African Journal of Business and Economic Research</i>	AJBER
<i>African Journal of Business Management</i>	AJBM
<i>Asia Pacific Business Review</i>	APBR
<i>Asia Pacific Journal of Human Resources</i>	APJHR
<i>Australian Journal of Construction Economics and Building</i>	AJCEB
<i>Brazilian Administration Review</i>	BAR
<i>British Journal of Management</i>	BJM
<i>Career Development International</i>	CDI
<i>Clothing and Textiles Research Journal</i>	CTRJ
<i>Commercial Education Research</i>	CER
<i>Competitiveness Review: An International Business Journal</i>	CRIBJ
<i>Cross Cultural and Strategic Management</i>	CCSM
<i>Cross Cultural Management: An International Journal</i>	CCMIJ
<i>Current Psychology</i>	CP
<i>Employee Relations</i>	ER
<i>Environmental Behavior Proceeding Journal</i>	EBPJ
<i>European Journal of International Management</i>	EJIM
<i>European Journal of Personality</i>	EJP
<i>European Journal of Training and Development</i>	EJTD
<i>European Management Journal</i>	EMJ
<i>Global Business and Organizational Excellence</i>	GBOE
<i>Human Relations</i>	HR
<i>Human Resource Development Review</i>	HRDR
<i>Human Resource for Health</i>	HMH
<i>Human Resource Management</i>	HRM
<i>Human Resource Management Journal</i>	HRMJ
<i>Human Resource Management Review</i>	HRMR
<i>Industrial Management</i>	IM
<i>Industrial Management &amp; Data Systems</i>	IMDS
<i>International Business Review</i>	IBR
<i>International Education Journal</i>	IEJ
<i>International Journal of Business Science and Applied Management</i>	IJBSAM
<i>International Journal of Commerce and Management</i>	IJCM
<i>International Journal of Contemporary Hospitality Management</i>	IJCHM
<i>International Journal of Cross-Cultural Management</i>	IJCCM
<i>International Journal of Emerging Markets</i>	IJEM
<i>International Journal of Foresight and Innovation Policy</i>	IJFIP
<i>International Journal of Hospitality Management</i>	IJHM
<i>International Journal of Human Resource Development and Management</i>	IJHRDM
<i>International Journal of Human Resource Management</i>	IJHRM
<i>International Journal of Intercultural Relations</i>	IJIR
<i>International Journal of Lifelong Education</i>	IJLE
<i>International Journal of Management Reviews</i>	IJMR
<i>International Journal of Manpower</i>	IJM
<i>International Journal of Organizational Analysis</i>	IJOA
<i>International Journal of Production Economics</i>	IJPE
<i>International Journal of Retail &amp; Distribution Management</i>	IJRDM
<i>International Journal of Selection and Assessment</i>	IJSA
<i>International Journal of Training and Development</i>	IJTD
<i>International Journal of Value-Based Management</i>	IJVBM
<i>International Trade Journal</i>	ITJ
<i>Journal of Chemical and Pharmaceutical Sciences</i>	JCPS
<i>Journal of Chinese Human Resource Management</i>	JCHRM
<i>Journal of Counseling Psychology</i>	JCP
<i>Journal of Cross-Cultural Psychology</i>	JCCP
<i>Journal of European Industrial Training</i>	JEIT

**Table A3.**  
List of acronyms

(continued)

Journals

<i>Journal of Global Mobility</i>	JGM
<i>Journal of Global Mobility: The Home of Expatriate Management Research</i>	JGM THEM
<i>Journal of International Business and Economics</i>	JIBE
<i>Journal of International Business Studies</i>	JIBS
<i>Journal of International Education in Business</i>	JIEB
<i>Journal of International Management</i>	JIM
<i>Journal of International Trade &amp; Commerce</i>	JITC
<i>Journal of Management</i>	JM
<i>Journal of Management Development</i>	JMD
<i>Journal of Managerial Psychology</i>	JMP
<i>Journal of Organizational Behavior</i>	JOB
<i>Journal of Psychology in Africa</i>	JPA
<i>Journal of Spatial and Organizational Dynamics</i>	JSOD
<i>Journal of the Textile Institute</i>	JTI
<i>Journal of Transnational Management Development</i>	JTMD
<i>Journal of World Business</i>	JWB
<i>Korean Social Science Journal</i>	KSSJ
<i>Leadership &amp; Organization Development Journal</i>	LODJ
<i>Leadership Quarterly</i>	LQ
<i>Management and Organization Review</i>	MOR
<i>Management Decision</i>	MD
<i>Management Research Review</i>	MRR
<i>Middle East Journal of Management</i>	MEJM
<i>New Approaches to Employee Management</i>	NAEM
<i>Organization Development Journal</i>	ODJ
<i>Personnel Psychology</i>	PP
<i>Personnel Review</i>	PR
<i>Polish Journal of Management Studies</i>	PJMS
<i>Purushartha: A Journal of Management Ethics and Spirituality</i>	PJMES
<i>Revista de Cercetare si Interventie Sociala</i>	RCIS
<i>RURAL ENVIRONMENT, EDUCATION, PERSONALITY</i>	REEP
<i>Scandinavian Journal of Management</i>	SJM
<i>Singapore Management Review</i>	SMR
<i>Sloan Management Review</i>	SLMR
<i>Social and Behavioral Sciences</i>	SBS
<i>Social Behavior and Personality</i>	SBP
<i>South African Journal of Economic and Management Sciences</i>	SAJEMS
<i>South Asian Journal of Human Resources Management</i>	SAJHRM
<i>Southern African Business Review</i>	SABR
<i>The International Journal of Human Resource Management</i>	IJHRM
<i>The Journal of Corporate Accounting and Finance</i>	JCAF
<i>The Qualitative Report</i>	TQR
<i>Thunderbird International Business Review</i>	TIBR
<i>Training &amp; Development Journal</i>	DJ
<i>Women in Management Review</i>	WMR
<i>World Applied Sciences Journal</i>	WASJ
<i>Zeitschrift für Sozialpsychologie (Journal of Social psychology)</i>	JSP
Proceedings	
Academy of Management 2011 Annual Meeting - West Meets East: Enlightening, Balancing, Transcending	AOM 2011
European Conference on Knowledge Management (pp. 931-XIX). Academic Conferences International Limited	ECKM
Proceedings of the 9th International Conference on System of Systems Engineering Australia, 2014	SOSE
Proceedings of the 26th Annual Conference Association of Researchers in Construction Management	ARCOM 2010
Proceedings of RICS Construction and Property Conference	COBRA 2011

(continued)

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**Table A3.**

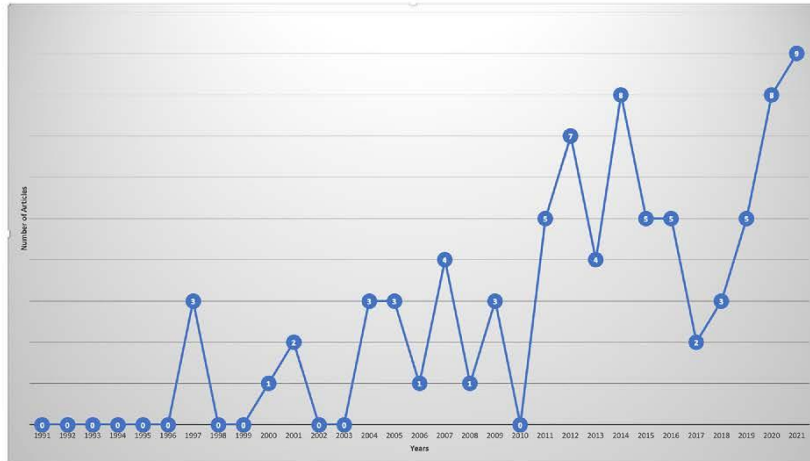
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Journals

The First International Symposium on Business Cooperation and Development in South-East and South Asia under B&R Initiative	ISBCD-16
3rd International Seminar and Conference on Learning Organization (ISCLO, 2015)	ISCLO 2015
Books	
International Human Resources Management Challenges and Changes	Book 1
The Routledge Companion to International Business Coaching	Book 2
Challenges of Human Resource Management in Japan	Book 3
Work and Family Interface in the International Career Context	Book 4
New Approaches to Employee Management, Vol. 4. Expatriate Management: Theory and Research	Book 5
The Blackwell Handbook of Personnel Selection	Book 6
Expatriate Management: Transatlantic Dialogues	Book 7
Self-Initiated Expatriates in Context: Recognising Space, Time and Institutions	Book 8
Expert Systems with Applications	Book 9
Handbook of Research on Global Hospitality and Tourism Management	Book 10
The Oxford Handbook of Organizational Socialization	Book 11
Managing Performance Abroad: A New Model for Understanding Expatriate Adjustment.	Book 12
Routledge Studies in Human Resource Development	
Terms	
Structural Equation Modelling	SEM
Bivariate Correlation	BC
Confirmatory Factor Analysis	CFA
Correlation Matrix	CM
Correlational Analysis	CA
Cross-Cultural Adjustment	CAA
Cultural Intelligence	CQ
Data Envelopment Analysis	DEA
Decision Tree	DT
Emotional Intelligence	EQ
Factor Analysis	FA
Family Supportive Work Perception	FSOP
Focus Groups	FG
Harman Single Factor	HSF
Hierarchical Multiple Regressions	HMR
Hierarchical Regression Analysis	HRA
International Assignment	IA
Linear Structural Relation Model	LISREL
Multidimensional Personality Questionnaire	Model
Multiple Linear Regression	MPQ
Multiple Regression Analysis	MLR
Multivariate Analyses Of Covariance	MRA
Organisational expatriate	MANCOVA
Once-Way Analyses Of Variance	OE
Ordinary Least Squares	ANOVA
Parallel Analysis	OLS
Partial Least Squares Structural Equation Modelling	PA
Perceived Organisational Support	PLS-SEM
Regression Analysis	POS
Self-initiated expatriate	RA
Structural Equation Analysis	SIE
The Revised Neo Personality Inventory	SEA
The Hogan Personality Inventory	NEO-PI-R
Women As Managers Scale	HPI
	WAMS

Table A3. Source(s): Authors 'own (2023)



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**Figure A1.**  
Trend of theory's  
grounding over  
the years

Source(s): Authors' own (2023)

#### About the authors

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