Motivation and Integration of Taiwanese Self-Initiated Expatriates in China

by

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ABSTRACT
This study aimed to explore and describe opinions, expectations and feelings of Taiwanese self-initiated expatriates (SIEs) in China regarding their migration, integration and the experiences which influenced the way they think or behave. In order to gather detailed and sufficient data about their life in China, qualitative approach was adopted. In this research, a total of eleven Taiwanese SIEs participated in semi-structured and in-depth interviews, and shared their opinions, experiences about the life and job in China. The main findings were presented and shown that Taiwanese SIEs displayed four types of factors that contribute to their motivation to migrate: career development, financial incentives, self-exploration, family bond and quality of life in Taiwan. With regard to their integration process, it was mainly categorized into four parts: positive job-related experiences, positive life-related experiences, negative job-related experiences, and negative life-related experiences. As for their current integration status, it was examined in the work and life context and found some of them expressed about their career achievement, high mobility, and improvement in communicating with co-workers or subordinates, familiarization with corporate culture or local cultures, and local social circles as the evidence of integration into the Chinese society. Lastly, influences of motivation to migrate and met expectations on motivation to integrate and integration were analyzed and discussed. The findings of the questionnaires revealed that the SIEs seemed to possess the same level of motivation to integrate into the society from the beginning to the second year. Based on the findings, conclusions and implications for SIEs and corporations were provided.

Keywords: motivation to migrate, motivation to integrate, integration, self-initiated expatriate, China
# TABLE OF CONTENTS

ABSTRACT ........................................................................................................... I

TABLE OF CONTENTS ......................................................................................... II

LIST OF TABLES ................................................................................................... IV

LIST OF FIGURES ................................................................................................ V

CHAPTER I INTRODUCTION .................................................................................. 1

  Background of the Study ..................................................................................... 1

  Problem Statement .............................................................................................. 3

  Research Purpose and Questions ...................................................................... 4

  Significance of the Study .................................................................................... 4

  Definition of Terms ............................................................................................ 5

  Research Scope and Limitations ........................................................................ 6

CHAPTER II LITERATURE REVIEW ..................................................................... 9

  Self-Initiated Expatriate ...................................................................................... 9

  Motivation to Migrate ....................................................................................... 10

  Met Expectations ............................................................................................... 12

  Motivation to Integrate ..................................................................................... 15

  Integration ........................................................................................................... 16

CHAPTER III METHODOLOGY .......................................................................... 21

  Research Approach ........................................................................................... 21

  Research Framework ......................................................................................... 21

  Sampling Criteria and Research Participant .................................................... 22

  Data Collection ................................................................................................ 23

  Data Analysis .................................................................................................... 28

  Research Quality ............................................................................................... 30

  Research Procedure .......................................................................................... 33
CHAPTER IV FINDINGS & DISCUSSIONS .........................................................35
  Motivation to Migrate for Taiwanese Self-initiated Expatriates in China ........36
  Experiences in SIEs' Integration Process ..................................................42
  Current Integration Status ........................................................................55
  Influences of SIEs' Expectations and Motivation to Migrate on their Motivation
to Integrate and Integration ......................................................................61

CHAPTER V CONCLUSIONS AND SUGGESTIONS .................................69
  Conclusions ............................................................................................69
  Implications ............................................................................................72
  Suggestions for Future Studies ...............................................................74

REFERENCES ............................................................................................75

APPENDIX A. QUESTIONNAIRE ...............................................................81
APPENDIX B. INTERVIEW QUESTIONS ....................................................84
APPENDIX C: CONSENT FORM .................................................................88
LIST OF TABLES

Table 3.1. Profile of the Interviewees.................................................................23
Table 3.2. The Relationship between Research Questions and Interview
Questions.............................................................................................................24
Table 3.3. Example of Check Point.....................................................................32
Table 4.1. Findings Framework.............................................................................35
Table 4.2. Findings of Motivation to Migrate.......................................................36
Table 4.3. Summary of Gain Framing Category....................................................36
Table 4.4. Summary of Loss Framing Category....................................................39
Table 4.5. Findings of Integration Process............................................................42
Table 4.6. Summary of Positive Job-Related Experiences Category....................43
Table 4.7. Summary of Positive Life-Related Experiences Category....................46
Table 4.8. Summary of Negative Job-Related Experiences Category....................48
Table 4.9. Summary of Negative Life-Related Experiences Category....................51
Table 4.10. Findings of Current Integration Status...............................................55
Table 4.11. Summary of Work Context Category...............................................56
Table 4.12. Summary of Life Context Category.................................................59
Table 4.13. Data from the Perceived Motivation to Migrate..................................64
Table 4.14. Data from the Perceived Integration...............................................65
LIST OF FIGURES

Figure 2.1. Theoretical framework of SIE's motivation to migrate and integrate......11
Figure 2.2. U-curve of cross cultural adjustment....................................................19
Figure 3.1. Research framework............................................................................22
Figure 3.2. Typology of SIE's mobility according to their motivation to migrate.....27
Figure 3.3. Perceived motivation to migrate and integrate.....................................28
Figure 3.4. Credibility strategies.............................................................................30
Figure 3.5. Research procedure..............................................................................34
Figure 4.1. Summary of influences between themes..............................................61
Figure 4.2. Summary of influence of motivation to migrate to motivation to
integrate..................................................................................................................62
Figure 4.3. Summary of influence of met expectations to motivation to
integrate....................................................................................................................63
Figure 4.4. Summary of influence of motivation to integrate to integration..........63
Figure 4.5. Perceived motivation to integrate for each participant.......................66
Figure 4.6. Results of perceived motivation to integrate........................................67
CHAPTER I  INTRODUCTION

The chapter provides an overview that describes the background of the study, problem statement, purpose of study, research questions and definition of key terms.

Background of the Study

As the world is becoming increasingly globalized and competitive, talent mobility and global talent management has become a significant issue. The demand for highly educated and experienced talent has far surpassed the supply since the 1990's. Therefore, it creates a global talent shortage (Chambers, Foulon, Handfield-Jones, Hankin & Michaels, 1998). It arouses companies' awareness of talent acquisition.

In the late 20th century, the Taiwanese economy started to grow and expand at a tremendous rate. The population gained an increase in income, social status and standard of living (Lau, 2012). Due to this rapid growth, people started to move to other countries, mainly for higher education. Many people moved to the United States for higher education as it consisted of some of the top education institutions in the world (Chang, 1992). At the beginning of the early 21st century, economies around the world began to slow down and then came the financial crisis in 2008 which saw a loss in jobs and rise in unemployment around the world, Taiwan and its population were also affected (CNN, 2009). However, there was one country which against all odds was still growing and growing at a rapid rate, this was Mainland China. It became an opportunity for people of Taiwan. Moreover, Taiwan has a lot of skilled and talented workers available, both countries also share a common language, so this was a great opportunity for these talented workers. In 2010, it is estimated that about
three percent of the Taiwan's entire population is working in China (Tsai & Chang, 2010).

China's economy grew at a rapid pace, it became the country with the second highest gross domestic product (GDP). China engages many Taiwanese companies to develop their businesses there. The working opportunities in China have intrigued many Taiwanese employees because of the increase in salary and better career opportunities compared to that of Taiwan. Taiwanese workers who are identified as Self-initiated expatriates (SIE) would have no trouble finding a job in Taiwan but they choose to work in China. A growing number of SIEs are moving to China to work for multinational companies, hotels, restaurants or factories (Sui, 2014).

Although the number of SIEs continued to grow, a relatively small amount of researches focused on Taiwanese SIEs in China, and most of them applied the "push and pull" view. The push and pull theory simply implies that self-initiated expatriates experience a pull factor or reason to migrate to another country because of the host country's living conditions or financial incentives and a push factor or reason to leave the host country and return home because of family obligations (Mostert, 2013). This shows that not all self-initiated expatriates fully integrate to the host country or have other factors which prevent them from integrating.

There have been many studies done on SIEs' motivation and integration of SIEs separately, however, few studies have been done on both motivation and integration of SIEs simultaneously. By examining SIEs' motivation and integration together, we can know how does motivation of migrate in terms of perceived gains and losses influenced their integration, how do those expatriate experiences influence their way of seeing the host country, and even affect their motivation to integrate into the society. Moreover, since few studies have examined the motivation and integration of
SIEs, this study focused on the motivation for SIEs who decided to go to China, and the influence between their motivation and integration.

**Problem Statement**

With the world becoming globalized, countries opening their borders, and economies around the world still unstable, the demand for talented employees and flexibility in the workplace is growing (OECD, 2008). There are many skilled individuals seeking international career opportunities and expatriating themselves or moving themselves from their home country to another country to find work (Carr, Inkson, & Thorn, 2005). Black and Gregersen (1991) stated that approximately eighty percent of medium to large corporations among multinational enterprises have assigned professional expatriates to overseas subsidiary companies. Thus, globalization is one of the main reasons for individuals having to move cross borders to find work. Furthermore, SIEs who decide to move to other countries do so because of shortage of skilled workers in different countries (OECD, 2012; The Economist, 2011).

In the past, Taiwan attracted a lot of foreign labour, with the total number of unskilled labours arriving from South-east Asia estimated at approximately 365,000 in 2008 (Tsai & Chang, 2010). Recently, due to the rise of China, more and more of the population have been migrating to China. There has been a major influx of workers to mainland China, from the US, Europe and all parts of Asia. This presents a problem for Taiwan, as it needs to figure out the reason why Taiwanese expatriates are moving to China for work.
Research Purpose and Questions

This study focused on Taiwanese SIEs and explored their reasons for moving to mainland China. In addition, the researcher examined how the participants integrated to the society and what support or assistance the companies provided for them. By knowing how the organizational integration policies work for the participants, it will benefit other multinational companies set up better orientation, integration policies or working environment for global talents. The study aimed to answer the following questions:

1. What is SIEs' motivation to migrate to China for a job?
2. What are SIEs' experiences in their integration process?
3. What is SIEs' current integration status?
4. How do SIEs' expectation and motivation to migrate influence their motivation to integrate and current integration status?

Significance of the Study

Motivation of self-initiated expatriates (SIE) is a significant issue, the world is becoming more globalized and people are moving cross-boarders, as a result, it is beneficial to know the reasons for this phenomenon (Froese & Goeritz, 2007). There are different reasons for workers to find job in other countries, as stated previously in other researches. For instance, family and financial incentives are very important factors that contribute to their expatriation as shown in British expatriate academics (Richardson, 2005). Therefore, there may be different reasons for why people choose to migrate to other countries, this can help shed some light on why Taiwan workers expatriate.
Definition of Terms

Motivation to Migrate

Motivation to Migrate refers to an individuals' desire to explore, such as personal fulfillment and development are key factors which contribute to a person's decision of expatriation rather than career development (Froese, 2012). In this study, motivation to migrate is defined as an individual's desire to explore, have a better job or other different factors which contribute to their decision of expatriation.

Motivation to Integrate

Motivation to integrate refers to the degree to which qualified immigrants are willing to make efforts to engage and become functionally fit in the host country's environment, it means how far are they willing to fully become a part of the society and assimilate to the culture (Kim, 2001). Qualified immigrants are identified as individuals who have the necessary skills or abilities to work as immigrants in other countries. In this study, motivation to integrate is defined as how much effort are SIEs willing to adapt or integrate into the work or life environment.

Met Expectations

Met expectation is the distinction between the pre-conceived expectation an individual has about the host country and actual expectations (Cerdin, Dine, & Brewster, 2014). This means one already has their own expectations about a particular place and what they actually experience is different (e.g. felicitous QIs are those who reflect on their migration in terms of strong loss and gain framing, they expect a lot from their host country, even while they may have lost a lot in their home country).
Integration

Integration is defined as life satisfaction, job satisfaction and career success for qualified immigrants in the study of Cerdin et al. (2014). While adaptation seems to possess similar meaning of exploring the process of adjusting to a different culture, it actually differs from the word integration. Adaptation refers to the processes which involves in acquiring certain important skills to fit in or achieve effective interactions in the new environment (Yijälä, Jasinskaja-Lahti, Likki, & Stein, 2012). Based on the meanings of integration and adaptation, it can be concluded that adaptation does not need to necessarily accept the new culture and blend into the new culture while integration needs the acceptance of the new culture which contributes to the satisfaction of life, job and career. In this study, integration is defined as life satisfaction and job satisfaction of self-initiated expatriates.

Self-initiated Expatriate

“Self-initiated expatriates” are professionals who choose to expatriate, they are individuals who are not assigned by their companies (Harrison, Shaffer, & Bhaskar-Shrinivas, 2004). Self-initiated expatriates is defined as expatriates who find a job in the host country by themselves, and migrate for career advancement or other reasons.

Research Scope and Limitations

Due to the budget and time constraints of the research design, the research scope is explained as follows. First, the participants consisted of Taiwanese SIEs who have worked for at least two years in multinational companies in economically-powerful cities (mainly located in the Eastern part of China) in China. Second, due to the geographical and budget constraints, all the interviews were conducted online. Third,
the researcher adopted purposive sampling. Sampling criteria was used to select qualified and appropriate participants for this study. One of the participants was the key informant who introduced his colleagues or friends as potential participants for this research, which means the researcher relied on one informant and his connections. There may be a bias in the research because all the participants are acquaintances with the informant. It is possible that the participants may share similar points of views, opinions and way of thinking with the others. In addition, purposive sampling was adopted because it was difficult for the researcher to acquire the list of all the SIEs working in China. Therefore, the findings of this study can be context specific and may not be applicable to represent the entire population.
CHAPTER II LITERATURE REVIEW

This chapter gave an overview of past literature, the factors that were examined in this study and how they are related to each other. The factors include self-initiated expatriate (SIE), motivation to migrate, met expectations, motivation to integrate and integration.

Self-Initiated Expatriate

For many researchers, there are different definitions of the term Self-Initiated Expatriate (SIE). According to Froese (2012), Self-initiated Expatriate refers to individuals who, of their own accord find work overseas. They are different from organizational expatriates (OE), they are people who are sent by their organization to an overseas branch, therefore not expatriates by choice. Doherty, Dickmann, and Mills (2011) define self-initiated expatriate, as people who depart for international work without the backing of an organization. Al Ariss (2010) also states that a self-initiated expatriate is an individual who migrates to a country of their choice. The researcher observed from these different definitions that a self-initiated expatriate is someone who moves or relocates to a different country for work without the funding of their organization.

When self-initiated expatriates migrate to other countries for work, sometimes they do not have an easy time adjusting to their surroundings. According to Froese (2012), the host country may not provide enough resources for the SIE such as, housing, language assistance and research support. This may affect the SIEs decision to remain in the host country and affect their work performance. Al Ariss (2010) found that SIEs do not always have an enjoyable experience when migrating for work.
The impact of ethnicity in different countries may affect SIEs performance and social interaction in the host country.

**Motivation to Migrate**

For many of the expatriation studies, they suggested that the motivation to migrate is driven mainly by the person's desire to explore. Namely, personal development and fulfillment, these factors influence people's decision of expatriation more than career development (Frose, 2012; Osland, 1990).

In the expectancy theory of motivation proposed by Victor H. Vroom, it stated that perceived outcome will influence people's motivation. In other words, if a person has confidence in doing the job and they find the outcome is desirable, they will possess high motivation (Vroom, 1964). A study done by Kaye (2009) showed that, 2608 New Zealand self-initiated expatriates (SIE) migrating to various countries which revealed the main factors for the move are culture and career. The culture factor refers to the travel opportunities or the chance to experience exotic cultures. Family and financial consideration were their second concern. However, different findings reported by Froese (2012) who studied self-initiated expatriates in South Korea, concluded that international experience and job conditions are the dominant factors for expatriate academics in Korea. It showed that there are differences in the reason for the relocation of SIEs.

There has been an ongoing discussion in the literature between what is an assigned expatriate (AE) and what is a self-initiated expatriate (SIE). Assigned expatriates (AE) or Organizational expatriates are individuals who are assigned by their company to work in an overseas subsidiary (Froese, 2012). Suutari and Brewster (2001) revealed that AEs require greater importance of employer initiatives to migrate, whereas SIEs migrate because of poor employment opportunities in the home country.
Cerdin et al. (2014) research has shown that motivation to migrate can be categorized broadly into two areas: gain framing and loss framing. Gain framing refers to SIEs hope of gaining something from the host country as a result of the migration. Loss framing refers to SIEs fears of losing something from the home country, such as social status or family. In social theory, framing theory is the stereotype that individuals depend on to understand and respond to the events. People have their own standards or rules, and they make choices which are influenced by the frame they create (Chong & Druckman, 2007).

Figure 2.1. Theoretical framework of SIE's motivation to migrate and integrate.

There have been other studies which have adopted the socio-economic pull/push
model to examine the reasons for expatriates' decision to relocate overseas. In research, the reason to expatriate, economic recession and individual difficulties are very influential push factors for expatriates (Bierbrauer & Pederson, 1996; Hugh, Paul, & Elaine, 2011).

**Met Expectations**

Met expectation is the contrast between the pre-conceived expectation an individual has about the host country and actual expectations (Cerdin et al., 2014). This means one already has their own expectations about a particular place and what they actually experience is different (e.g. felicitious QIs are those who reflect on their migration in terms of strong loss and gain framing, they expect a lot from their host country, even while they may have lost a lot in their home country).

**Person-Environment Fit**

Person-environment fit is defined as the degree of fit a person has with the host country (Nolan & Morley, 2014). Person-Environment fit can be defined as the degree of compatibility or similarity between persons and their work environment (Oh et al., 2014). Person-environment fit is the balance between a person and their environment (Sen & Acar, 2014). We can see there are different definitions for person-environment fit (P-E fit) but all of them generally arrive at the same conclusion, that person-environment fit is the degree of compatibility between a person and their environment.

There have been numerous studies on person-environment fit (P-E fit) and they all have different results and findings. According to the study of Nawab, Lib and Nisar (2011), it is important for companies to worry about their employees' adjustment to a new country if they are expatriates. Expatriates have a hard time
adjusting to a new environment and culture and that is a reason why they fail their overseas assignment, which affects their performance and satisfaction. Oberg (2006) stated that everyone is affected by culture shock once you leave your home country for another country for an extended period of time. Moreover, studies of SIEs cultural adjustment have found that successful person-environment (PE) fit has positive impact on their adjustment. Nolan and Morley (2014) examined the relationship from 369 SIE doctors working in Ireland and found that individual characteristics (e.g. beliefs, values and capabilities) and characteristics of work (e.g. job role, job demands) may affect their cross-cultural adjustment.

Self-determined theory is a motivation theory that assumes individuals have the desire to develop their potential to the fullest (Deci & Ryan, 2000). To the extent that people grow their potential depending on their satisfaction for three innate psychological needs: need for autonomy, need for relatedness and need for competence (Greguras & Diefendorff, 2009). Greguras and Diefendorff stated that different types of fit, such as person-environment fit and person-organization fit satisfy different psychological needs. Psychological needs mediate the relationship between perceived PE fit and employee performance. Therefore, we know that psychological needs are also important factors to examine, while we research on the relationship between PE fit and job integration in our study. Sun, Peng and Pandey (2014) have also found that self-determined acts such as, affective commitment (inner state of employee who has a strong desire to work in an organization) employees with this commitment have a strong desire to work in the organization, willing to accept and internalize goals and values, they emphasize more intrinsic motivation.

Some reasons why P-E fit is a good choice to be researched is because there have been some studies which prove it is related to satisfaction. In the study of Duffy, Autin and Bott (2015), they found that person-environment fit and work meaning
have a mediating effect on work volition and job satisfaction. According to Oh et al. (2014), they compared P-E fit to work attitudes (job satisfaction, intent to quit, organizational commitment) and performance and found that it had a strong relationship between them. Therefore, previous studies showed that P-E fit has a strong relationship or can have a strong relationship to job satisfaction and performance.

Another reason for person environment fit is a good choice is because this can be examined more in the East, meaning Asia. P-E fit themes (balance among life domains, cultivation) were looked at by Chung, Hsu, Wang and Judge (2015). They found that Chinese individuals experienced P-E fit from a relational perspective rather than an individualistic perspective and that culture plays an important role in this. Chuang et al. (2015) also indicated that other research can examine more on P-E fit in a Chinese or Asian context.

**Person-Job Fit**

There are different definitions of what person-job fit is according to different researchers. According to Grogan and Youngs (2011), person-job (P-J) fit could be understood as the correspondence between employee needs and job supplies. P-J fit tends to be high when individuals possess the abilities that are required to accomplish the job tasks (Kristof-Brown, Barrick, & Franke, 2002). D'Amato and Zijistra (2008) had built on those ideas and found that the interaction between the individual and their work environment is significant to the person's P-J fit. Namely, how well the person fits into the new environment will affect their P-J fit as well.

Person job fit could be defined as the match between an individuals' ability and the job demands or what a person needs/desires and what a job provides (Lauver & Kristof-Brown, 2001). According to Lin, Yu, and Yi (2014), *person-job fit* is the fit
between the abilities of a person and the demands of the job, or between the desires of a person and the attributes of a job. It is the exchange process which involves two kinds of fit: need-supply fit and demand-ability fit. Chi and Pan (2012) stated that P-J fit is divided into two separate dimensions. One is the perception of an individual and what a job supplied. The other one is the relationship between the demands of the job and the abilities of the individual.

There have been many studies done on person-job fit and the results are different. In the study of Scroggins (2008), he researched person-job fit in relation to an individual's work performance and retention. Results show that, individuals with higher level of fit and experienced more meaningful work, they would tend to have lower intentions to leave their organization, this was due to a part in attraction and commitment to an organization or work context that provided self-verifying information. For Li and Hung (2010), findings showed that there is a positive relationship for their research dimensions of traditional literacy and computer literacy towards person-job fit. Furthermore, they found that PJ fit, increased task performance and organizational citizenship behavior (OCB). The theory was supported which showed that work adjustments and an employee's psychological well being resulted in positive attitudes and behaviors which benefitted the company.

**Motivation to Integrate**

Motivation to integrate has different aspects. The main aspect is why, what could be the reasons that make them want to move to other countries and integrate and perhaps continue to stay in that particular country. According to the study done by Froese (2012), there are many reasons why expatriates migrate to another country, such as monetary incentive, family, career development and experience. Based on Froese, family is an important factor for which people choose to migrate and integrate.
If they have a good social network at home and at work, it seems to increase their performance and willingness to integrate. Social bonds are another reason. They already migrate to another country, however, if they receive less or little support or do not have the social bonds around them, they may feel less inclined to continue staying or keeping up their performance and might want to return to their home country.

Existing research found that immigrant's initial perception of migration in terms of perceived gains and losses will affect their motivation to integrate (Cerdin et al., 2014). If the person is pushed away from their home country due to reasons such as economic crisis and they have a lot expectations about the new host country, it refers to the highest motivation to integrate to the new society. Furthermore, skilled immigrants' initial expectations of perceived gains and losses may even determine whether organizational integration policies are effective for them or not. Another research also discovered that immigrants who possess higher motivation to adjust are those who have family obligations especially during settlement period in the host country (De Castro, Gee & Takeuchi, 2008). I read and reviewed many articles on databases such as, EBSCO and SCOPUS, that are associated with SIE, but only one of the articles that is proposed by Cerdin et al. (2014) examined the relationship between motivation to integrate and integration.

**Integration**

Integration is a broad term, this study examined integration in terms of an individuals' job satisfaction or life satisfaction after they integrated or moved to another country for work. A recent study (Cerdin et al., 2014) found that highly qualified immigrants' motivation to integrate to a new environment would influence their integration. Cerdin et al. (2014) define integration as job satisfaction, life satisfaction and career success. A successful integration depends on the level of their
motivation to integrate. If they possess higher motivation to integrate, it means they have a higher possibility of achieving successful integration in terms of job satisfaction, life satisfaction and career success.

In addition, Bhagat and London (1999) discussed about what is assimilation and acculturation. Assimilation is when immigrants or individuals do not wish to maintain their home country's culture and identity, they become more immersed in the other country's culture and identity. However, when they choose to retain their home country's culture and identity and at the same time choose to interact and participate in the other country's culture, this is called acculturation. These two ideas are presented for different individuals when they decide to go overseas to work.

Templer, Tay, and Chandrasekar (2006) looked into motivation and how motivation related to an individual's work adjustment, general adjustment and interaction adjustment to a new environment. Work adjustment refers to the new job, responsibilities and environment in the individual's new cultural setting. Individuals are usually motivated intrinsically by their ability to be able to adapt to new situations and environments. General adjustment just refers to how an individual is able to adapt and integrate to life in the new or foreign environment, some people are more adaptable than others. Interaction adjustment refers to how one is able to adapt and able to interact with other people in a foreign environment, similar to general adjustment.

Forese and Goeritz (2007) examined the topic of Merger and Acquisition (M&Q) and how can this affect human and organizational integration. This was explored not only in an Asian setting but also Western and European setting. Results showed that human integration was more important in the Asian setting because the culture was different from a Western and European setting.
With regard to integration or adjustment for people who are accommodating themselves to a new environment, Lysgaard (1955) proposed the U-Curve Theory of Cross Cultural Adjustment (Figure 2.2.). The results show that their adjustment levels are distributed like U shaped curve, and adjustment is divided with four different time periods as follows: honey moon, culture shock, adjustment and mastery.

In the honey moon stage, people are usually excited about new cultures and very keen on interacting with natives. While interacting with natives, they may at times violate the rules or have some misunderstandings, most natives can accept and understand them. Thus, most SIEs in this stage enjoy their brand new life and embrace the new culture with excitement, that is why they called it honeymoon. For the second stage, people will gradually lose their excitement about a new culture, but still need to face their job and environment in the new country. They may start to find some undesirable behaviors that they would not do in their home country (e.g. people who spit in China). Therefore, they are always in a state of uncertainty which will lead to anxiety, frustration and despair, individuals literally hit rock bottom. For the adjustment stage, people gradually get accustomed to the culture and environment, so they start to behave well based on rules or values that natives perceived and have better relationships or even make more friends with natives. In the last stage, people have mastered the new culture and rules, consequently, they can finally bring what they have learned into full play.
Summary

On the basis of the above literature, a framework of SIEs' motivation and integration is developed as shown in Figure 3.1 in Chapter Three. The theoretical background of motivation to migrate, person-environment fit, person-job fit, motivation to integrate and integration are provided. The assumed relationship between motivation to migrate and motivation to integrate is proposed with the support of the articles. The supposed relationship between the motivation to integrate and integration is only found in one study done by Cerdin et al. (2014). Therefore, because it has only been examined in one research, we chose to continue the study and hope to add more contribution in this field.
CHAPTER III  METHODOLOGY

This chapter explains how this study is going to be conducted and explains the research process, this includes research approach, framework, participants and sampling, data collection techniques and data analysis.

Research Approach

The research was conducted in qualitative approach. Mertens (2005) noted that qualitative methods are appropriate techniques to be utilized as an understanding of the constructions held by individuals in the context. Sometimes it is not accurate to examine the research based on the absolute reality, but better to be define through community consensus. As for the nature of the research questions (Mertens, 2005), this study focused on the process and development of SIEs. In-depth information was also required for digging up more details about SIEs. Last but not least, this study concentrated on the topic of motivation and integration of SIE. The use of mixed methods such as short questionnaires and semi-structured interview, provided a more detailed and clear picture of the phenomena under study.

In order to achieve the purpose of the study, several research methods were used for data collection and data analysis. The study conducted interviews and short questionnaires to explore the responses of the participants to gather more information. Data was collected from a survey of Taiwanese SIEs who are working in China.

Research Framework

The aim of the study was to explore both motivation to migrate and motivation to integrate among self-initiated Taiwanese expatriates in China. The research
framework was adapted from the previous study and based on the research purpose and questions stated in Chapter I.

![Figure 3.1. Research framework](image)

**Sampling Criteria and Research Participant**

The study adopted purposive sampling to collect the data. These participants were selected because they fulfilled the sampling criteria proposed for the study. The sampling criteria were Taiwanese self-initiated expatriates who had been working for at least two years in multinational companies in China as shown in Table 3.1. Self-initiated expatriates were defined as expatriates who find the job of their own accord without the backing from the organization. In addition, the researcher relied on connections through one SIE who worked as a chief audit executive in a multinational
company in China. He had connections with many Taiwan expatriates which were needed for the required sample.

Table 3.1.

Profile of the Interviewees

<table>
<thead>
<tr>
<th>Pseudonym</th>
<th>Gender</th>
<th>Educational Background</th>
<th>Marital Status</th>
<th>Years of working in China</th>
<th>Job Position</th>
<th>Work Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol</td>
<td>F</td>
<td>Nursing Bachelor</td>
<td>Married</td>
<td>2</td>
<td>Special Assistant to Executive Director</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Edward</td>
<td>M</td>
<td>Business Master</td>
<td>Single</td>
<td>3</td>
<td>Operation Director</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Helen</td>
<td>F</td>
<td>Business Bachelor</td>
<td>Single</td>
<td>6</td>
<td>Senior Practice Leader</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Billy</td>
<td>M</td>
<td>Accounting Bachelor</td>
<td>Single</td>
<td>6</td>
<td>Internal Audit Director</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Terry</td>
<td>M</td>
<td>Business Bachelor</td>
<td>Married</td>
<td>9</td>
<td>IT Data Center Technical Director</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>Alex</td>
<td>M</td>
<td>Architecture Bachelor</td>
<td>Married</td>
<td>14</td>
<td>Vice President</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Sam</td>
<td>M</td>
<td>Architecture Master</td>
<td>Married</td>
<td>3</td>
<td>Project Manager</td>
<td>Shanghai</td>
</tr>
<tr>
<td>Jason</td>
<td>M</td>
<td>Architecture Master</td>
<td>Married</td>
<td>2</td>
<td>Project Manager</td>
<td>Xi’an</td>
</tr>
<tr>
<td>Iris</td>
<td>F</td>
<td>Business Bachelor</td>
<td>Single</td>
<td>2</td>
<td>Sales assistant</td>
<td>Shenzhen</td>
</tr>
<tr>
<td>Laura</td>
<td>F</td>
<td>Finance Bachelor</td>
<td>Single</td>
<td>2</td>
<td>Sales assistant</td>
<td>Guangdong</td>
</tr>
<tr>
<td>Ann</td>
<td>F</td>
<td>Business Bachelor</td>
<td>Single</td>
<td>2.5</td>
<td>Customer Development Sales</td>
<td>Guangdong</td>
</tr>
</tbody>
</table>

Data Collection

The researcher used semi-structured interview, short questionnaire as data collection methods. The information was collected from eleven SIEs working in multinational companies in China. Examining what is their motivation and what their experience has been like. All the participants have been working in China for a
number of years. These participants were chosen because this research adopted convenience sampling which means the samples were easy to reach and this was a chance to shed some light on the subject and so figure out the experiences and motivations between Taiwan expatriates going to work abroad.

Additionally, the researcher was part of the data collection tool. How is this possible, because the researcher did a qualitative approach, which included semi-structured interviews plus a short questionnaire, so the researcher had the option to decide, who to interview, what questions to ask and in what order, what to observe from the participants and what to write down and record.

**Semi-Structured Interview**

Semi-structured interview was chosen for the study as it served more as a guide during the interview. In addition, each participant had their own unique expatriate experiences. Thus, new questions were added in order to explore more about their life in China according to the responses about their different experiences.

Following the four different research questions and research framework, the interview questions were developed afterwards. Here is the table of the relationship between research questions and interview questions:

Table 3.2.

*The Relationship Between Research Questions and Interview Questions*

<table>
<thead>
<tr>
<th>Research Questions</th>
<th>Interview questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Question1:</strong> What is SIEs' motivation to migrate to China for a job?</td>
<td>1. When did you decide to relocate overseas to China?</td>
</tr>
<tr>
<td></td>
<td>2. In your opinion, what are the main factors affecting your decision to expatriate?</td>
</tr>
</tbody>
</table>

(continued)
| Research Question 2: What are SIEs' experiences in their integration process? | 3. Please introduce your job content in China.  
4. How is your working experience in China?  
5. Did the company provide any support or set up any integration policies for foreign employees like you?  
7. How is your living experience in China?  
9. What played an important role in helping you to function well at work and life in China? |
|---|---|
| Research Question 3: What is SIEs' current integration status? | 11. What actions did you take to adjust to the interactions with subordinates or colleagues in China?  
12. What actions did you take to adjust the life in China?  
13. How well do you think you have integrated into the society of China in terms of working and living environment? |
| Research Question 4: How do SIEs' expectation and motivation to migrate influence their motivation to integrate and current integration status? | 6. Have the working environment met your expectation?  
8. Have the living environment met your expectation?  
10. To what extent do you think your motivation to integrate is?  
14. How has your motivation to integrate affected your integration in terms of job satisfaction and life satisfaction?  
15. What are the reasons that motivate you to remain in China for work?  
16. If you can start over again, will you still choose to be a SIE? |
Short Questionnaire

On the basis of two previous studies (Cerdin et al., 2014; Rivera, 2014), a short questionnaire was developed. It aimed at providing a clear understanding of perceived motivation to migrate and integrate from the participants' perspective. A Likert scale ranging from "1= Strongly Disagree" to "7= Strongly agree" was utilized in the short questionnaire. For example, in the short questionnaire, the participants needed to indicate their responses by circling a number on a 7-point Likert scale. The following interviews were utilized as another evidences to support their ratings. Consequently, it was appropriate to use qualitative methods in the context of this study. Rivera (2014) designed a figure as a measurement for the participants to identify their adaptation and mood. According to the different time periods, the participants chose the level of their perceived adaptation from 0 to 10. Each of the dots were connected as a line. After analyzing the data, Rivera (2014) found out that the shape of the lines are similar to U-shape. In this research, similar methods were adopted. Due to geographical limitation, the researcher provided 7-point Likert scale questionnaire to the participants and analyzed it according to the answers of the short questionnaire. The researcher also connected the dots to line in order to see whether was applicable to U-shape theory.

Based on the four types of migration in the study of skilled immigrants (Cerdin et al., 2014), the questions in the short questionnaire focused mainly on the level of the participants' motivation to migrate and integrate, followed with categorizing them into those four different types: Felicitous migration, desperate migration, chance migration and dream migration. Felicitous migration applies to individuals with strong gain and loss framing. Desperate migration applies to those who perceive the gains from migration as weak and the losses as strong (weak gain framing, strong loss framing). Chance migrations deals with participants who perceive both gains and
losses from migration to be relatively low. Dream migration is concerned with those who are weak loss framing and strong gain framing. By using the categorization in the short questionnaire, the researcher identified each SIE's type of migration and compared the results with the coding results.

![Table of migration typology]

*Figure 3.2. Typology of SIE's mobility according to their motivation to migrate.*


**Peer Review**

Peer review was conducted on 5 international students in National Taiwan Normal University in order to ensure the validity and reliability of the short questionnaire and interview questions before doing data collection. The researcher had the peers read through the short questionnaire and interview questions and
discussed about anything that may cause ambiguity and misunderstandings during the interview process. Through conducting the peer review, the researcher confirmed whether the wording and response choices in the questionnaire and interview were appropriate.

**Data Analysis**

In this part, qualitative analysis was used as mentioned before. Semi-structured interviews will be used to conduct and collect the necessary information. After the data was collected, it was organized into themes which the researcher coded independently.

Before doing the interview, the participants did a short questionnaire regarding their motivation to migrate and integration. According to different Likert scale points the participants selected, the researcher drew up the results as the figure 3.3 to compare with the results of coding.

![Perceived Motivation to Migrate and Integrate](image)

*Figure 3.3. Perceived motivation to migrate and integrate*
Data analysis process started from reading all the data and then dividing the data into different themes, segments and units (Mertens, 2005). The data analysis process was inductive so the research questions were formed and developed by the researcher. According to different research questions, the researcher formulated different themes that are corresponded to the data.

For the process of analyzing qualitative data, the qualitative data analysis procedure proposed by Miles and Huberman (1994) was adopted in the study. First, the researcher gave codes to the notes that were written down from interviews and took notes about personal reflections or any other comments that should have been included in the margin. Second, categorized the data into similar themes and identified the processes or differences that could be taken out for the future research. If there were any controversial points in the coding process, the researcher discussed with two other student peers and figured out what would be the best coding for that part. Student peers comprised two graduate students who majored in international human resource development. Third, new theories or framework were constructed after coding. Lastly, data collection and data analysis were done at the same time until the regularities that were mentioned before emerged from the data.

As for the coding process, coding techniques suggested by Strauss and Corbin (1998) are adopted in order to seek verification for propositions throughout the study. They are interactional methods which involve comparisons and questions of the data. Three steps are involved in the process: open coding, axial coding and selective coding. In the study, the researcher only adopted the first two steps: open coding and axial coding. Open coding is part of the analysis during the process to examine and compare the similarities and differences in the data. Then the data continued to be analyzed by using axial coding. Data analyzed in open coding was reviewed again to make connections between themes or categories. Possible relationships were
Research Quality

This section focused on the topic of research quality of the qualitative study. The criteria of the research quality was adopted from Merriam (2014), which are credibility (internal validity), transferability (external validity) and dependability.

Credibility (Internal Validity)

Credibility or internal validity of the study refers to how credible and confident are the findings (Shenton, 2004). Triangulation involves multiple methods will be used to ensure the validity of the findings (Merten, 2005). Denzin (1970) proposed four types of triangulation: data triangulation, investigator triangulation, theoretical triangulation and methodological triangulation. In this study, methodological triangulation and peer debriefing techniques were adopted. As for the methodological triangulation, short questionnaire and interviews were utilized to collect and create over-lapping and cross validating data. In order to enhance the credibility of the audit, peer debriefing were utilized during the data analysis period. Two disinterested coding members joined the coding when there were any controversial or unclear points that needed further discussion.

Figure 3.4. Credibility strategies
Transferability (External Validity)

Transferability or external validity is defined as how applicable the findings of one research is to different contexts or situations. In order to enhance transferability, two strategies were suggested by Merriam (2014) as follows: thick description and maximum variation. In this study, thick and rich descriptions were the strategies used to strengthen transferability. The interviewer recorded every interview, and transcribed the content in the interviews. Based on the transcripts, data analysis and descriptive findings were provided.

Dependability

In qualitative research, dependability is a parallel word to reliability. According to quantitative research, reliability is defined as to what extent research findings can be duplicated (Merriam, 2014). However, in qualitative study, it is nearly impossible to replicate the results due to dynamic human behaviors and unreliable human experiences. Dependability refers to whether the findings are consistent with the collected data (Merriam, 2014). Although the findings cannot be duplicated in the qualitative research, the researcher needed to ensure the readers that they could still replicate the results by using the same data (e.g. transcripts) and following the research procedure.

There are several strategies that can enhance dependability are listed as follows: triangulation, peer examination, investigator's position, he/she should describe in detail the rationale of the study, design of the study and the subjects and the audit trial (Zohrabi, 2013). In the study, two strategies were adopted. First, peer review technique was used to increase the consistence of the analysis. After the researcher finished coding and categorizing, two peers with human resource background were invited to review the analyzed results. The two peers were required to fill up a rating
form consisting of 24 items, each rated (1 to 5) on a 5-point Likert scale. Those 24 check points examined if the coding and categorization were appropriate and corresponded. The example of check point was shown as table 3.3. Generally, the two peers had an agreement on the coding and categorization results (mean score: 4.8).

Table 3.3.

Example of Check Point

<table>
<thead>
<tr>
<th>Research Question #1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please rate if the categorization is appropriate.</td>
</tr>
<tr>
<td>1 Strongly disagree</td>
</tr>
<tr>
<td>1. What is SIEs' motivation to migrate to China for a job?</td>
</tr>
<tr>
<td>Code: Career Development</td>
</tr>
<tr>
<td>First of all, when I was working in Taiwan, I always needed to work overtime. Second, I thought ten years of working experience in Taiwan was enough, and I had nothing new to learn from the job. Consequently, I was hoping to work in a bigger market to learn and develop my career. At that time, I thought China was a large market so it would have more potential to develop my career. Then I decided to go to China for work and hoped to see how such a large market works.</td>
</tr>
</tbody>
</table>

If you hope to migrate to fast-growing economies like APEC countries for work, you should obtain working experiences in China first because it is very challenging and demanding to work in developing markets. If you do not have any working experience in large markets such as China and apply for job in APEC countries directly, you may not have enough experience and be regulated to doing administrative work.

Secondly, audit trial was used in the study. Every research process and change made in the research was written down. Thus, the readers can examine every process and authenticate the findings by following the research procedure. Additionally, by reading the recorded audit trail, the readers can know how well the techniques that the researcher had followed to meet the standards of credibility and transferability.
Research Procedure

The research procedure included eleven steps that are followed to complete the study (Figure 3.5).

From the beginning of the process, the research problems and objectives were identified and defined, and they are considered as the basis of the current research. The literature review was conducted in order to get more insightful details and information regarding the topic. After reviewing the articles, the framework was adapted and developed from previous studies. The research method was selected for exploring motivation and integration of SIEs. Then the researcher chose the potential participants who would qualified for the study. The interview questions were developed and designed according to the research framework. Subsequently, the researcher used pilot interviews in order to navigate the possible problems of the interview questions and also acquire practice for the real interviews. The interview was conducted and after the data was collected, the researcher analyzed the data collected from the interviews and questionnaires. Finally, the findings were be reported and the conclusion based on the findings were made.
Figure 3.5. Research procedure
CHAPTER IV FINDINGS & DISCUSSIONS

The main findings of this study were proposed and divided into four sections. First, the researcher discussed about SIEs' motivation to migrate to China for work. Second, was about the job or life experiences during the integration process. Third, the results of their current integration status were shown. Lastly, influences of expectations and motivation to migrate to motivation to integrate and integration were proposed.

Table 4.1.

*Findings Framework*

<table>
<thead>
<tr>
<th>Motivation to Migrate</th>
<th>Integration Process</th>
<th>Current Integration Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Incentives</td>
<td>Individual Growth</td>
<td>High Mobility</td>
</tr>
<tr>
<td>Self-Exploration</td>
<td>High Income Growth</td>
<td>Improvement in Communicating with Co-Workers or Subordinates</td>
</tr>
<tr>
<td></td>
<td>Open Corporate Culture</td>
<td>Familiarization with Corporate Culture</td>
</tr>
<tr>
<td>2. Loss Framing- Family Bond Quality of Life in Taiwan</td>
<td>2. Positive Life-Related Experiences</td>
<td>2. Life Context- Familiarization with Local Cultures</td>
</tr>
<tr>
<td></td>
<td>Travel</td>
<td>Local Social Zones</td>
</tr>
<tr>
<td></td>
<td>Social Gathering</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extracurricular Activities</td>
<td></td>
</tr>
<tr>
<td>3. Negative Job-Related Experiences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualistic Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitive Working Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Characteristics of Chinese</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Negative Life-Related Experiences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture Shock, Loneliness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homesick, Frustration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Motivation to Migrate for Taiwanese Self-initiated Expatriates in China

According to the theoretical framework, motivation to migrate was categorized into two parts: gain framing and loss framing. Gain framing referred to what the interviewees thought they would gain from migrating to China for work. Loss framing referred to what would they lose from leaving Taiwan. The findings for this theme were divided into gain framing and loss framing.

Table 4.2.

Findings of Motivation to Migrate

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Motivation to Migrate</td>
<td>1.1 Gain Framing</td>
<td>1.1.1 Career Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.2 Financial Incentives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.3 Self-Exploration</td>
</tr>
<tr>
<td></td>
<td>1.2 Loss Framing</td>
<td>1.2.1 Family Bond</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2 Quality of Life in Taiwan</td>
</tr>
</tbody>
</table>

Gain Framing

Gain framing refers to the participants' perceived gains from migrating to China to work. In this category, it was divided into three sections: career development, financial incentives, and self-exploration.

Table 4.3.

Summary of Gain Framing Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Motivation to Migrate</td>
<td>1.1 Gain Framing</td>
<td>1.1.1 Career Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.2 Financial Incentives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.1.3 Self-Exploration</td>
</tr>
</tbody>
</table>
Career development.

As for the motivation to migrate, the respondents all indicated one of the main factors was career development. It not only resulted from the strong and large economic in China but was due to the stable and weak economic growth in Taiwan that pushed people away from Taiwan to find a larger market with more potential. In this study, the respondents expressed their eagerness to find a bigger stage and have better career development in China. Simultaneously, they stated that the working environment and career path in Taiwan could no longer satisfy them. Thus, they had to make the decision to move to China for work, as Billy who was a internal audit director working in China for six years stated:

First of all, when I was working in Taiwan, I always needed to work overtime. Second, I thought ten years of working experience in Taiwan was enough, and I had nothing new to learn from the job. Consequently, I was hoping to work in a bigger market to learn and develop my career. At that time, I thought China was a large market so it would have more potential to develop my career. Then I decided to go to China for work and hoped to see how such a large market works.

The interviewees also stated that the experience of working in China could be very beneficial if they wanted to find job in another countries, such as the fast-growing economies of the APEC countries. Edward who had three years working experience in China as an operation director said:

If you hope to migrate to fast-growing economies like APEC countries for work, you should obtain working experiences in China first because it is very challenging and demanding to work in developing markets. If you do not have any working experience in large markets such as China and apply for job in
APEC countries directly, you may not have enough experience and be regulated to doing administrative work.

**Financial incentives.**

Financial incentives were very significant and fundamental factors for SIEs choosing China as their job location, especially for those who had working experiences and were already at the managerial level. Eight of them stated that salary and bonus of jobs in China could be twice or even more than similar jobs in Taiwan, as Terry who worked as an IT data center technical director for nine years stated:

If I chose to stay in Taiwan for work, I might not have earned as much as I have now even after twenty years. The payroll growth in Chinese companies are much more higher than Taiwanese companies. For general managers with 5 to 10 years working experience, their annual salary is between 300,000-400,000RMB.

Carol who was a special assistant to the executive director working in China for 2 years also mentioned when people job-hopped to another company for work in China, it was easy for them to bargain the price of their salary, she stated:

It is very easy to do job hopping in China, and your salary can increase a lot if you have good bargain skills. For example, my friend is an accountant, and her monthly salary increased from 8000RMB to 25000RMB only after four years. There is no loyalty issue in China. If you can job-hop to a better position, they will consider that you have exceptional abilities.

**Self-exploration.**

Two of the interviewees (Iris and Laura) just graduated and had no previous working experiences when they found the job in China. They stated that nowadays the
salary for inexperienced SIEs in China was almost equal to the salary in Taiwan, and there were no other appealing advantages anymore. In addition to career development, self-exploration was one of the main factors that influenced their decision. They addressed their eagerness to learn new things and explore themselves and different workplaces, as Iris who worked in China as a sales assistant for two years mentioned:

I decided to go to China for work during the last semester of college. I had been living in Taichung since I was young, so I was very eager to leave Taichung and explore myself and the outside world.

**Loss Framing**

Loss framing refers to the participants’ perceived loss from leaving Taiwan. In this category, two parts were divided as follows: family bond and quality of life in Taiwan.

Table 4.4.

*Summary of Loss Framing Category*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Motivation to Migrate</td>
<td>1.2 Loss Framing</td>
<td>1.2.1 Family Bond</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2 Quality of Life in Taiwan</td>
</tr>
</tbody>
</table>

**Family bond.**

Eight out of the eleven interviewees left Taiwan without the company of their family. They stated that family bond was the biggest loss for leaving Taiwan. They expected the loss of family bond would be the main problem that they would face, but they still chose to go to China for work. Three of the eight interviewees even left their children and spouse in Taiwan. Although they had some vacation time to go back to
Taiwan, they all expressed they felt a bit alienated from their family, as Sam who had 3 years working experience as a project manager in Shanghai stated:

Going to China was a painful decision because I needed to decide between taking them to China or leaving them in Taiwan. At the end, we decided to live apart for better educational opportunities for the child to study in Taiwan. Thus, I cannot accompany them as the normal husband and father do. I think this causes some tension and alienation between me and my family.

Education for children and instability were the two main factors which contributed to their decision of living apart from their family instead of taking the family to China, as Jason who was a project manager working in China for two years said:

I think the education system there is not suitable for children's development and future. It depends a lot on how much you are willing to spend on it. Thus, the cost of taking the whole family to China is quite high. As a SIE, our salary and welfare are usually lower than assigned expatriates. Not to mention that I have not settled down here yet. I don't know how long will I stay here.

Although the reasons for not bringing their family to China were education for children and instability, it was clear that the main reason that contributed to those two factors were still economic considerations. They addressed their salary and welfare were not enough for covering the fees and cost they expected to have their family in China. Moreover, instability of work was also the main concern for them. They were required to sign the contract every one or three years depending on the company. One participant Sam stated, "It depends. Some people have to sign three year contract. Some higher level manger are required to sign one year contract. This exists mainly in
foreign companies in China. For Taiwanese companies in China, most of them are still following the same rules as companies in Taiwan which do not require you to sign short-term contract."

**Quality of life in Taiwan.**

Five participants indicated that one of the perceive losses is quality of life in Taiwan. They were comfortable with the life in Taiwan and they loved the living environment in Taiwan. In addition, before they left Taiwan, they had some basic ideas about how the environment was like in the place they were going, as Iris stated, "I knew the living environment in Shenzhen was not going to be good, so I held no expectations either. I went to China for one single reason, work."

Two of those five participants who were going to Shanghai expressed their low expectations upon the living environment before they migrated to China, as Billy who had six years working experience as a internal audit director in China indicated:

I travelled to Shanghai before my expatriation for a few times, and I never liked the environment there. The city is too crowded with people, and not to mention the serious air pollution. Therefore, I expected nothing from the living environment in Shanghai when I decided to expatriate.

**Summary**

Taiwanese SIEs perceived to have better career development, financial incentives or self-exploration from China. When they were making the choice of migrating to China for work, they also considered some perceived loss from their home country Taiwan, such as family bond or quality of life. Those were main factors which influenced the level of motivation to migrate to China.
Experiences in SIEs' Integration Process

During the integration process, SIEs encountered positive and negative experiences that influenced their motivation to integrate into the environment. Positive surprises increased their motivation to integrate. Negative surprises, by contrast, diminished their efforts to integrate. The theme was divided into four categories: positive job-related experiences, positive life-related experiences, negative job-related experiences and negative life-related experiences.

Table 4.5.

Findings of Integration Process

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.Integration Process</td>
<td>2.1 Positive Job-Related Experiences</td>
<td>2.1.1 Individual Growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.1.2 High Income Growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.1.3 Open Corporate Culture</td>
</tr>
<tr>
<td></td>
<td>2.2 Positive Life-Related Experiences</td>
<td>2.2.1 Travel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2.2 Social Gathering</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2.3 Extracurricular Activities</td>
</tr>
<tr>
<td></td>
<td>2.3 Negative Job-Related Experiences</td>
<td>2.3.1 Individualistic Culture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3.2 Competitive Working Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3.3 Characteristics of Chinese</td>
</tr>
<tr>
<td></td>
<td>2.4 Negative Life-Related Experiences</td>
<td>2.4.1 Culture Shock</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4.2 Homesick</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4.3 Loneliness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4.4 Frustration</td>
</tr>
</tbody>
</table>
Positive Job-Related Experiences

Positive job-related experiences are experiences that the participants' perceived to have good or pleasant influence on them in the working context. The category was split into three parts: individual growth, high income growth, and open corporate culture.

Table 4.6.

Summary of Positive Job-Related Experiences Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Integration</td>
<td>2.1 Positive</td>
<td>2.1.1 Individual Growth</td>
</tr>
<tr>
<td>Process</td>
<td>Job-Related</td>
<td>2.1.2 High Income Growth</td>
</tr>
<tr>
<td></td>
<td>Experiences</td>
<td>2.1.3 Open Corporate Culture</td>
</tr>
</tbody>
</table>

Individual growth.

All the participants addressed the job in China enables them to learn and improve more in the working context. Thus, they can cultivate their professional skills through those big projects. Furthermore, better stage and opportunity satisfied them and enabled them to have more motivation to integrate to the working environment. Some interviewees mentioned that China provided them a large stage to perform their professional skills and a prosperous career path that Taiwan was not able to provide with. Alex who was a vice president working in China for 14 years stated:

China has many large architecture projects. In Taiwan, it is a rare opportunity to participate in big projects. If you want to cultivate your professional skills, it is a must for you to go to China's market. Thus, there was no reason for not integrating to the working environment if you already decided to come to China for better career path.
Three out of the ten participants who work in Taiwanese company mentioned that they can learn a lot from their bosses or higher level managers due to their identity as a Taiwanese. Taiwanese in those companies were considered as talents to be cultivated, thus, it was easier for them to participate in the core of business decision-making. Laura who worked as a sales assistant in China for two years said:

I think this company is good because I can participate in some parts of the core of business decision-making. If I work in foreign companies with such minimal experience, I would be nobody. In contrary, in those kinds of small to medium Taiwanese companies, not only can I participate the decision-making but also know the future direction of the company. I think those things are quite helpful for improving my thinking and skills.

**High income growth.**

Among the participants, nine of them stated that the income growth in China was very high compared to that in Taiwan. All of those participants were in management level which was different from the rest of two participants. They were more experienced and required to manage some subordinates. Consequently, the companies also rewarded them with the increase in salary or bonus, as Ann who had working experience as a customer development sales in China for two and half years stated:

In the beginning, my salary was pretty low, only about 36000 TWD with expatriate bonus 10000 TWD. In total, it was 46000-48000 TWD per month. The good news is that our payroll growth is quite high. For the first two years, the company increased 1000 dollars every two months. Not to mention about our yearly bonus, it is around forty thousand dollars. For annual salary, it reaches two million dollars.
However, despite the high income growth, Jason who was a project manager working in Xi’an for two years pointed out a risk that should be noticed and kept in mind for the SIEs. Although the income can increase very fast if you are beneficial to the company; at the same time, if you are no longer beneficial for the company or your position can be replaced by other cheaper employee, you will be fired very quickly after your contract is over too. The expatriates in China usually have to sign a contract for one to three years depended on the company, and if the contract is over, the company has the right to decide if it wants to continue the contract or not. As he explained:

Some expatriates are required to sign a one year contract while the other are asked to sign a three-year contract. It depends on the company and the position. The higher level position usually requires you to sign a one year contract. So if the contract is over, it also depends on the company to sign a new contract with you or you need to find the other job. Of course the main factors that attribute to their decision will be if you are beneficial for the company or not and if you can be replaced by someone cheaper or more qualified for the position.

Open corporate culture.

Four out of the eleven participants addressed the internationalized and open corporate culture. All of them shared the same trait as working in foreign companies, and those companies just happened to be located in Shanghai. Helen who was a senior practice leader working in China for 6 years mentioned:

I don’t have too many problems in adaption or integration because my company has a more diverse and open corporate culture. There are many foreign employees as well. Due to the market in China, most of the employees are Chinese. Still, we all have good interactions and communication.
Due to the open and diverse culture, foreign companies or in general big and internationalized cities such as Shanghai or Hong Kong were more as a friendly place for the foreign employees to integrate in the working context. As Terry who worked in Hong Kong for 9 years as a IT data center technical director reported:

Working in the company in Hong Kong is like working in a global village. The employees are from all parts of the world. Although Chinese are still the largest population in the company, the globalized and open corporate environment and culture do not make me feel like a minority in this city. I feel very comfortable to work with people from the different cultures here.

Positive Life-Related Experiences

Positive life-related experiences refer to the experiences that brought them happiness or any other positive influence in the life context. In this category, it was separated into three sections: travel, social gathering and extracurricular activities.

Table 4.7.

Summary of Positive Life-Related Experiences Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.Integration Process</td>
<td>2.2 Positive</td>
<td>2.2.1 Travel</td>
</tr>
<tr>
<td></td>
<td>Life-Related</td>
<td>2.2.2 Social Gathering</td>
</tr>
<tr>
<td></td>
<td>Experiences</td>
<td>2.2.3 Extracurricular Activities</td>
</tr>
</tbody>
</table>

Travel.

In order to get to know the cultures better, three participants chose to travel during their free time. Also, those experiences could be helpful for them to integrate into the society because they had more chances to observe the daily life in those
cultures. As a result, they had more understanding about local cultures and people. Sam who had 3 years working experience as a project manager in Shanghai noted:

If there is three day vacation, I will travel by train to other cities. I have been to more than ten provinces in China. If I have local acquaintances there, I will contact them and travel around the city with the locals. I will try to understand the cultures, but just for understanding. I won't integrate into the society too deeply.

After their travels, they better understood the essence of Chinese cultures. They decided in which way they want to integrate and how much they want to be involved in society or just playing as an observer and keep in mind the knowledge and adopt it while interacting with the locals.

Social Gathering.

Most of the participants attended social gatherings in order to build their connections and social zones. Participating in social gatherings were also beneficial for integrating into the society because having your own social zones in China is usually the most effective way for the people to feel they are truly accustomed to the life there. Iris who worked in China as a sales assistant for two years said:

I want to get to know more local people. In my social zone, half of my friends are local people. It is mainly because I join activities in Taiwanese association. It usually holds many activities. Besides me, there are three other Taiwanese SIEs, they also went to China for work immediately after graduation. They don't like to join these kinds of activities. However, I think these activities are great for meeting more people. Both Taiwanese and Chinese can join the activities.
Extracurricular Activities.

Some of the other participants who did not like to join social gatherings chose to attend classes to extend their social zones, as Laura who worked as a sales assistant in China for two years mentioned:

There are Taiwanese associations but you always need to drink in those kinds of work-related events. I don't feel the necessity of participating. Recently, I planned to attend some courses there to know more local people, such as dancing courses, gym and etc.

Two interviewees married with the local people in China and one had local girlfriend, and they found it helpful for them to adapt to the culture. They stated that they were very satisfied with the living environment, and they had some good local friends or acquaintances mostly from their spouses' connection. One of them even rated the living experience to exceed his expectations.

Negative Job-Related Experiences

Negative job-related experiences were defined as the experiences that had negative influence on the participants’ in the working context. This category was split into three sections: individual culture, competitive working environment, and characteristics of Chinese.

Table 4.8.

Summary of Negative Job-Related Experiences Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.Integration</td>
<td>2.3 Negative</td>
<td>2.3.1 Individualistic Culture</td>
</tr>
<tr>
<td>Process</td>
<td>Job-Related</td>
<td>2.3.2 Competitive Working Environment</td>
</tr>
<tr>
<td></td>
<td>Experiences</td>
<td>2.3.3 Characteristics of Chinese</td>
</tr>
</tbody>
</table>
Individualistic culture.

Most of the participants addressed that the culture in Chinese is quite individualistic. They tended to care more about themselves, thus, when it came to work, individualistic culture also caused some problems for Taiwanese SIEs to adjust to. Nine out of eleven participants were managers, getting used to individualistic culture and finding the other strategies or solutions are essential for management, as Edward who had three years working experience in China as an operation director said:

They are not used to cooperation. You have to force or command them to cooperate with each other. If they only do some administrative works, it is fine. Just do not let them use their brain to think. Try to simplify the process and explain to them. They will perform good if they follow those rules.

As another participant Jason reported his experience of managing Chinese employees:

Compared to Taiwanese, Chinese tend to be more individualistic. They have relatively worse working attitudes and possess lower responsibility. Thus, I always ask the experienced local to manage the other local employees. Sometimes I will also use financial incentives or bonus to facilitate a better working environment and improve their working efficiency.

Competitive working environment.

From the perception of the interviewees, they stated that the two main reasons that caused them to migrate to China for work were career development and financial incentives. They held very high expectations toward the working environment in China. However, some of the interviewees shared their working experiences in China which tended to be negative. Eight out of the eleven interviewees were in managerial
level. They mentioned about the different corporate cultures and characteristics of Chinese employees or bosses. Corporate cultures differed from company to company, however, all of them held similar opinions about China's competitive working environment and culture which led to some negative competition. Carol who was a special assistant to the executive director working in China for 2 years stated:

There are too many people in China and everyone wants to obtain a good job position. However, there are only so many positions. So if they want to get promoted, they need to be the extraordinary one. Sometimes it is not enough even if you have extraordinary talent. You need to do some competitive things to be better such as gossiping about your competitors in front of your boss. They will think of any means which can kick their competitors out of the stage.

**Characteristics of Chinese.**

Three interviewees had similar backgrounds of working in Taiwanese companies in China. They mentioned about the unjustified management and promotion toward Chinese people in their companies. Their bosses were scared that the nature of competitiveness and job-hopping habit of Chinese people would influence their management or even lead to negative competition. Thus, those companies only had Taiwanese as higher level managers even if some Chinese had longer work experience than Taiwanese. Ann who had working experience as a customer development sales in China for two and half years said:

All the higher level managers are Taiwanese. Even when I applied to the job as a freshman without any working experience, I was still manager of few Chinese employees in the company. The Chinese have relatively lower loyalty and commitment to the company. They only care about how much benefits they can get. They can job-hop to any company which provide better opportunities for
them. Thus, my boss never had any Chinese people in high level management position in case they brought our clients and techniques to other companies.

**Negative Life-Related Experiences**

Negative life-related experiences were the experiences that intrigued the participants' negative emotions or feelings in the life context. This category was divided into four parts: culture shock, homesick, loneliness, and frustration.

Table 4.9.

*Summary of Negative Life-Related Experiences Category*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.Integration</td>
<td>2.4 Negative</td>
<td>2.4.1 Culture Shock</td>
</tr>
<tr>
<td>Process</td>
<td>Life-Related</td>
<td>2.4.2 Homesick</td>
</tr>
<tr>
<td></td>
<td>Experiences</td>
<td>2.4.3 Loneliness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4.4 Frustration</td>
</tr>
</tbody>
</table>

**Culture shock.**

Some participants experienced culture shock during the integration process. Three of the participants in Shanghai addressed the problem of materialistic culture. They were shocked by how much they cared and compared about materials instead of spiritual thinking, as Edward who had three years working experience in China as an operation director mentioned:

I cannot be good friends with the local people. They brought me a big culture shock. For example, when you came in, you asked how much you needed to pay. The girls in China would never pay it, they think you should always pay
for them. Also, all the conversations and thinking are very materialistic. They care nothing for the spiritual perspective.

**Homesick.**

Four of the participants felt homesick mainly due to the inability to adjust to the living environment in China. Most of them expressed that they chose to work long hours, so they cared less about the living quality and the feeling of being homesick. Carol who was a special assistant to the executive director working in China for 2 years stated:

I usually go to work at eight and finish work at nine. I don't do leisure activities there. My only goal is to earn money not spend it. Every time when I come back to Taiwan, I bring all the things that will soothe my homesickness. When I am in China, I adjust my attitudes and tell myself my goal is making money. Thus, I will not be interfered by other thoughts, such as homesickness.

**Loneliness.**

For some participants, loneliness was the major issue that they dealt with. The main reason that caused their loneliness was their disappointment of the people or environment. Because of the disappointment, they stopped trying to integrate into the society. Consequently, they felt more lonely than other people and found their social zones are too small. However, loneliness was a positive effect for some people. It motivated people to step out of their comfort zones and expand their social networks. As Laura who worked as a sales assistant in China for two years stated:

In the beginning, I held high motivation to integrate into the society and I tried to find multiple ways to do so. However, I felt disappointed about the attitudes of people there. Then I started to be disappointed about the environment too.
Recently, I feel a bit lonely and my social circle is really too small. Thus, I started to think about expanding my social networks.

**Frustration.**

Some of the interviewees described their life in China as miserable and boring. The life in China had frustrated them a lot. They suffered very much from the daily life experiences and could not find a better way to get used to the living environment there. Moreover, they held a more negative attitude toward Chinese people and environment due to their disappointment of the life there. Therefore, most of their free time they would just stay home and keep themselves away from the outside environment. Billy who was an internal audit director working in China for six years stated:

The life there is terrible. The living environment is awful. It is still dirty and messy in Shanghai, and I think the pollution is very serious, such as water pollution, air pollution, noise pollution, etc. Even the people are not so nice. When you walk on the street, you will find the environment is unsanitized and people are ill-mannered.

Another interviewee seconded this idea by mentioning about her social experience in China. Carol who was a special assistant to the executive director working in China for 2 years stated:

I do have some local friends there, but most of them are my clients. I would say the group of people who I always hang out with are still Taiwanese. Chinese people are too competitive and they are not the kind of people you can really trust and rely on.
However, some interviewees held different opinions and attitudes. They were satisfied with their living experience in China, and many of them noticed some Taiwanese cannot really adapt to the culture and environment. They pointed out the biggest problem was arrogance. Furthermore, China is a mega country with so many different cultures in different provinces. People with the same cultural background usually gathered as one group. It was not even an easy task for those native people from other provinces in China to break down all the cultural barriers and integrate into the big city society like Shanghai. Sam who had 3 years working experience as a project manager in Shanghai said:

Although Shanghai is considered to be a more developed city than Taipei, many Taiwanese who migrate to Shanghai for work still possess a sense of arrogance and superiority. It becomes a barrier for them to develop the local networking there. Not to mention that people from Shanghai also have a sense of arrogance and superiority. They do not like the people from other provinces.

Summary

During their integration process, Taiwanese SIEs in China had experienced many positive and negative experiences in the working and life context. Those experiences brought them positive or negative influences which affected their motivation to integrate into the environment. Positive experiences were listed below as individual growth, high income growth, open corporate culture, travel, social gathering and extracurricular activities, while negative experiences referred to individualistic culture, competitive working environment, characteristics of Chinese, culture shock, homesick, loneliness and frustration. Those experiences had great impact on the participants during their integration process.
Current Integration Status

As for their integration, their current status was involved in the study to see the results of integration process. They had at least two year working experiences so the results would be more validated. The theme of current integration status was divided as two sections: work context and life context.

Table 4.10.

*Findings of Current Integration Status*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.Current Integration Status</td>
<td>3.1 Work Context</td>
<td>3.1.1 Career Achievement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.2 High Mobility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.3 Improvement in Communicating with Co-Workers or Subordinates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.4 Familiarization with Corporate Culture</td>
</tr>
<tr>
<td>3.2 Life Context</td>
<td></td>
<td>3.2.1 Familiarization with Local Cultures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.2.2 .Local Social Zones</td>
</tr>
</tbody>
</table>

**Work Context**

Based on the interview data, the participants' current integration status in the work context was categorized into five sections: career achievement, high mobility, improvement in communicating with co-workers or subordinates, and familiarization with corporate culture.
Table 4.1

Summary of Work Context Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.Current</td>
<td>3.1 Work Context</td>
<td>3.1.1 Career Achievement</td>
</tr>
<tr>
<td>Integration</td>
<td></td>
<td>3.1.2 High Mobility</td>
</tr>
<tr>
<td>Status</td>
<td></td>
<td>3.1.3 Improvement in Communicating with co-workers or subordinates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.4 Familiarization with corporate culture</td>
</tr>
</tbody>
</table>

**Career achievement.**

As for career achievement, nine out of eleven participants rated as achieved certain level of career development in the short questionnaire. They considered their current job as satisfied, as Alex who was a vice president working in China for 14 years mentioned:

In general, I think I have good integration in China. I can handle most of the work well in the company. The job provides me with a sense of fulfillment or achievement in my career.

**High mobility.**

Seven respondents stated that they viewed the working experience in China as helpful and beneficial for them to develop their future career in other companies, places or countries. Especially in those kinds of large countries, they had more bigger projects for you to perform which improved their professional skills. For some jobs
that required you to manage subsidiaries of other provinces or countries, it cultivated you as a person with high mobility and social learning skills. Sam said:

In our company, there are many young architects from Cheng Kung university. If you work in Taiwan, you can barely handle with large projects such as national stadium. But in China, there are many big projects. Not to mention that our company is comprised of employees from all over the world. You have the best chance to cultivate your skills with the best talents. If you survive here, you can almost survive anywhere in the world.

**Improvement in communicating with co-workers or subordinates.**

All participants mentioned about the communication barrier and problems in the workplace during the integration process. As for current integration result, they all saw the improvement in communicating with co-workers or subordinates. Especially that eight of the participants were in managerial level, so this improvement was very essential for them at work. They expressed their high motivation to integrate during the integration process, and it influenced their integration somehow since the integration in communication had been improved a lot. They understood what strategies or solutions could be use to prevent or solve the problems, as Carol stated:

I will use some preventive actions to protect myself from gossips or misunderstandings. For example, if I need to do some jobs, I will let my boss know. Whatever I do, I will make sure that I confirm with the person about the content. When I dictate the responsibility, I will also make sure I explain it clearly and confirm with them the working process.
Familiarization with corporate culture.

In China, the corporate culture varies from company to company. It can be broadly categorized into three kinds of companies: Foreign company, Chinese company and Taiwanese company. Some of the participants pointed out the distinctive differences between those three companies. The most challenging one for them would be Chinese company since they were the minority in the company. As for foreign company, at least it had other international expatriates or employees, so the culture usually tended to be more open and diverse. In Taiwanese company, they were usually the majority or the one who held more power against other Chinese people. As a consequence, working in Chinese corporations could be a tough challenge. They needed to understand and adjust their behaviors to the corporate culture. With regard to their current integration status, some participants who had trouble integrating to corporate culture, admitted they knew how to react according to their corporate culture now, as Alex who was a vice president working in China for 14 years stated:

For instance, if you work in a Taiwanese company, they usually expect you to be a manager. Thus, you will receive good training and the other Chinese employees don't dare to treat you badly. If you work in Chinese company like I do, the only way to survive is to integrate into the corporate culture and adapt your behaviors accordingly.

Life Context

According to the data recorded from the interviews, the participants’ current integration status in the life context was split into two parts: familiarization with local culture and local social circles.
Table 4.1

Summary of Life Context Category

<table>
<thead>
<tr>
<th>Theme</th>
<th>Category</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Current</td>
<td>3.2 Life Context</td>
<td>3.2.1 Familiarization with local culture</td>
</tr>
<tr>
<td>Integration Status</td>
<td></td>
<td>3.2.2 Local Social Circles</td>
</tr>
</tbody>
</table>

**Familiarization with local culture.**

While interviewing about their life experiences in China, the things that troubled them the most was the local culture. Although Taiwanese and Chinese spoke and used the same language, the cultural gap between Taiwan and China was still big. We possessed different values, behaviors, manners, etc. They needed time to integrate into their local culture and finally grasp an idea about the local culture. Some of the participants stayed at home to avoid the interactions with the local people. They held more disappointed and frustrated attitudes, they understood how the culture was like there, but they just could not accept or fit into this kind of the culture. Some of them accepted the culture as it was, but they stated they had no motivation to fully integrated into the culture. The rest of them were two married participants and one participants who had local partner in China, they understood and related more to the culture through their spouse or partner's helps and explanations. They considered themselves as familiar with the local culture, as Ann had working experience as a customer development sales in China for two and half years stated:

I meet and know many local friends from my girl friend's network. She is the one who helps me a lot in understanding Chinese culture. When I really don't understand why the locals behave like this, I will ask her. She always
explains their points of view to me. Now I think I don't encounter so many cultural issues anymore. Basically, I am quite familiar with the local culture now.

**Local social circles.**

Six out of eleven participants stated that they had local social circles in China. Their interactions with local friends went on quite well and they hung out sometimes during the weekend or free time. It showed that they achieved certain degrees of integration of the life there since they had no trouble making local friends and even had their local social circles, as Helen who was a senior practice leader working in China for 6 years stated:

In my social circle, most of them are Chinese. I prefer to relax during the weekend but sometimes I will go out with them too. I think it is quite interesting because I can try many different or new things that I will not do in Taiwan.

However, the other six participants stated that they had more Taiwanese friends in their social circles and they had no interest in making friends with the locals. They felt frustrated and disappointed about making friends with them, and some of them even tried to stay in their comfort zones or at home to avoid more interactions with the outside environment or the locals.

**Summary**

As for SIE' integration status, they felt they achieved the success in their career, ability to move to anywhere for work, communicate with co-workers or subordinates and ability to adjust to corporate culture in the working context. When it came to the life context, they addressed that they already had their own local social zones in China and they became much more familiar with local cultures.
Influences of SIEs' Expectations and Motivation to Migrate on their Motivation to Integrate and Integration

Based on the literature review and findings, the researcher raised an inquiry whether SIEs' experiences met their pre-arrival expectations and their motivation to migrate would influence their motivation to integrate. Their motivation to integrate would influence their integration as shown in Figure 4.1.

**Figure 4.1. Summary of influences between themes**

**Influence of Motivation to Migrate to Motivation to Integrate**

According to their motivation to migrate, all of them focused more on materialistic factors such as career development and financial incentives or spiritual factors like self-exploration. None of them held any expectations toward the living environment in China. Therefore, better living environment was not what they expected from China. Through their sharing of living experiences, some of them expressed their disappointment about the living environment in China; nonetheless, they added that they already adapted to the life in China while having no motivation to integrate to the life there. They admitted they did not obtain high living standard; meanwhile, career development and financial incentives were the more important factors that influenced their integration from the beginning to now.
Influence of Met Expectations to Motivation to Integrate

The SIEs’ pre-arrival expectations were met or not influenced their motivation to integrate. During the integration process, negative or positive experiences happened in the job or life context. Negative incidents decreased their motivation to integrate and even led to frustration, homesick, loneliness and etc. While positive experiences increased their motivation to integrate, brought them more hope or energy integrate, and eventually reached a positive integration such as career achievement, improvement in communication, familiarization with local cultures. Although they pointed out some cultural issues and negative competition which happened in their working experiences, at the end of the interview, they still rated their working life in China as satisfied. Moreover, some of them even thought they achieved success in their career in China. Those findings showed that the career development and incentives were the main factors they were looking at, if they were satisfied with their career in China and the experiences were more positive, it enabled them to have more motivation to integrate into the working environment. When it came to living environment, they found their own ways of surviving and considered it as comfortable to stay in their comfort zones since they had very busy working schedule during the weekdays.
Influence of Motivation to Integrate to Integration

With regard to the influence of motivation to integrate on SIEs' integration, the researcher asked each interviewee about how had their motivation to integrate affected their integration in terms of job and life satisfaction. All of the respondents admitted the influence of motivation to integrate on their integration, as Billy stated, "The reason for why I am motivated to integrate is because I want to make money. My motivation to integrate does influence the integration. Since you desire to make money and the job here provides you with better income, you will think of a way to integrate and accommodate, which also results in better integration."

Short Questionnaire Results

In the interviews, each participant was required to respond to a short seven point Likert scale questionnaire. The questions were designed according to the framework and categorized into three main parts: Motivation to migrate before arrival, integration progress at five different periods, and integration. The table below was presented in a
range from lowest point one (1) to highest point seven (7). The lowest point referred to the lowest level of feeling motivated to integrate into the life or job environment, and vice versa. The researcher listed all the data from the short questionnaire and the mean of question was presented in Table 4.13.

Table 4.13.

Data from the Perceived Motivation to Integrate

<table>
<thead>
<tr>
<th>Number</th>
<th>Before Arrival</th>
<th>1st Month</th>
<th>6th Month</th>
<th>First year</th>
<th>1st year 6th month</th>
<th>Second year</th>
<th>Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>7</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
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Table 4.13. showed that they held relatively high level (5.28) of motivation to migrate into the society before arrival, which referred to high pre-arrival expectations. After two years, they rated their integration as a bit lower (4.96) than their pre-arrival expectations (5.28). Looking from their perceived integration (Table 4.14), the researcher divided integration into three parts: life satisfaction, job satisfaction and career success. We could see their life satisfaction (4.18) was relatively lower than other two sections, which meant their integration in the life context could be the main problem during the process.
Table 4.14.

Data from the Perceived Integration

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<td>5.36</td>
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<tr>
<td>Career Success</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>5</td>
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<td>4.92</td>
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</table>

The researcher drew a line according to each participant's perceived motivation to integrate into the life or working environment at five different periods as shown in Figure 4.5. The results highlighted that eight out of ten participants' motivation to integrate were distributed like a straight line. In addition, the mean of their perceived motivation to integrate in five different periods were distributed like a straight line as shown in figure 4.6. If they possessed high motivation to integrate in the beginning, we could know their approximate level of the motivation to integrate in the second year. The result was different from U-Curve Theory of Cross Cultural Adjustment (Lysgaard, 1955). The line was not in U-curve shaped which referred to different stages of adaptation. Instead, their integration process stayed at the same level, no up and down. Their motivation of integrate at the last time period had no difference after two years' integration process.

Based on the interviews, the researcher also found out that the participants who are married or have local partner in China (Terry, Alex and Ann) held higher levels of motivation to integrate and the line was distributed as a straight line which meant they possessed the same level of high motivation to integrate from the beginning to the second year. While Laura and Iris who had just graduated from the university and decided to expatriate possessed a more up and down level of their motivation to
integrate. Their lack of experience seemed to hinder them for at least six months to one year from having lower motivation to integrate into the society. The rest of the participants noted that they held high level of motivation to integrate and the level stayed the same except for Carol and Billy. Carol still possessed high motivation to integrate, but it was a bit different from time to time. As for Billy, he possessed very low motivation to integrate and from the interviews, it also showed that he held very low expectation on the environment in China and during the integration process, he addressed mostly negative life experiences which prohibited him from integrating into the society.

Figure 4.5. Perceived motivation to integrate for each participant

66
Figure 4.6. Results of perceived motivation to integrate
CHAPTER V CONCLUSIONS AND SUGGESTIONS

This chapter was divided into four parts: conclusions, implications, limitations, and suggestions for future studies. First, the conclusion for this research and main findings were stated. Second, the implications for Taiwanese SIEs in China and companies which had Taiwanese employees in China were provided. Third, limitation of the study was explained as followed. Last, suggestions for future studies were provided for other researchers.

Conclusions

To conclude, this research was a preliminary study on four different inquiries: (1) SIEs’ motivation to migrate to China for work; (2) experiences in the integration process; (3) current integration status; (4) influences between SIEs' expectations and motivation to migrate with their motivation to integrate and integration status.

Motivation to Migrate

With regard to the motivation to migrate of the participants in this study, it was categorized into gain framing and loss framing. The participants exhibited five kinds of factors that influenced their decision to migrate: career development, financial incentives, self-exploration, family bond and quality of life in Taiwan. The SIEs considered the expatriation as beneficial and helpful due to their expectations on better future career development, financial incentives and self-exploration. They hoped to obtain or gain some improvement on their career or other aspects from going to China. Meanwhile, they also took the losses from leaving Taiwan into consideration. Family bond and quality of life were the two main factors that attributed to their loss framing. They expressed their concerns about the family in
Taiwan, but they could not make the decision to take the family to China due to the economic and educational concerns. The findings also showed that most of them held low expectations about the living environment in China and perceived quality of life in Taiwan as one of their main losses.

**Experiences in the Integration Process**

Positive and negative experiences were influential to the participants' motivation to integrate during the integration process. Positive job-related experiences such as individual growth, high income growth and open corporate culture intrigued the participants' motivation to integrate into the working environment and had better job performance. Due to their higher motivation to integrate, their skills were also cultivated and improved simultaneously. As for positive life-related experiences which were divided into three section such as travel, social gathering and extracurricular activities, those experiences were helpful in bringing the participants' broader views of the life in China. Thus, it was easier for them to integrate into the society through observations, communications and interactions with the locals via social, travelling or extracurricular activities. Beside positive experiences, negative experiences also had a great impact during the integration process. Negative job-related experiences such as individualistic culture, competitive working environment, and characteristics of Chinese led to the decrease of SIEs' motivation to integrate into the working environment. Especially when they perceived their pre-arrival expectations on career or job as more important, those three job-related factors were very influential in their integration process and should be carefully handled and solved. While living in China, there were some differences and misunderstandings that contributed to their negative living experiences. The findings showed that they were influenced by some situations such as culture shock, homesick,
loneliness, and frustration, which decreased their motivation to integrate into the society in China. They found the values and cultures were quite different from Taiwan which made some of them stop to integrate into the society and prefer to stay in their comfort zones.

**Current Integration Status**

The findings revealed that their current integration status could be divided into work and life context. In the work context, they perceived their integration status as career achievement, high mobility, improvement in communicating with co-workers or subordinates and familiarization with corporate culture. After the integration process, all of them had more positive integration in the working field. While in the life context, they became more familiar with local cultures and had their local social zones. However, in the life context, some participants tended to have negative integration such as staying in their own comfort zones and avoiding interactions with the outside environment due to their disappointment and frustration after the integration process.

**Influences of SIEs' Expectations and Motivation to Migrate with their Motivation to Integrate and Current Integration Status**

The main findings also showed the connections and influences of SIEs' expectations and motivation to migrate with their motivation to integrate and integration status. Their pre-arrival expectations were met or not influenced their motivation to integrate into the environment. As mentioned before, during the integration process, there were positive or negative incidents that could happen, and those incidents could also influence their motivation to integrate. With regard to the influence between motivation to integrate with integration status, their integration was
mainly dependent on the positive or negative experiences which happened during the integration process. If they possessed more positive experiences and higher motivation to integrate, they achieved better integration at the same time. According to Table 4.13, the findings revealed that life satisfaction was lower than job satisfaction, which could refer to worse life integration. From their negative life integration, it could also be assumed as something negative which happened during the integration process that caused them to become less interested into integrating. Moreover, from Figure 4.2, the integration process showed that their stages of adaptation was not the same as U-curved shape. The process of their perceived motivation to integrate was linear shaped and stayed at the same level, which could be helpful for us to assume what their integration would be after two years based on the level at the first month.

**Implications**

The integration for Taiwanese SIEs were crucial for both SIEs themselves and companies to take into consideration during the expatriation. From SIEs' perspective, before they made the decision to move to China for work, they had already been through a long process of analyzing the pros and cons. During the integration process, whatever they encountered, negative or positive, those experiences influenced their motivation to integrate, and even led to the integration in the end. Thus, their experiences and pre-arrival expectations were very important factors to look at. The researcher would suggest those who want to be a SIE to investigate more about the working and living conditions in the place they are going. Then they will have a more detailed blueprint about how the life can be and they will not possess too much or too less expectations because they have done the full research on the place they are heading to. During the integration process, the researcher recommends SIEs to try
their best to broaden their social circle and meet more people. Although sometimes bad things can happen, it will not be so difficult to adjust if you have your local friends there to help you. According to the analysis, those who have their local social circles or local spouse or partner are usually those who can accommodate to the environment better. After those SIEs come back to Taiwan, their overseas experiences can be very beneficial for the companies. They can be the trainer for those who are going to China for work. It will be helpful for them to know how to accommodate to the working and living environments. In addition, SIEs' expatriate experience is a plus for their future career if they intend to work in multinational companies or companies in other countries.

From corporations' perspective, the researcher would suggest companies to have training before their arrival and make them prepare for the life in China. More importantly, assigning an employee to accompany SIEs during the integration process, and help them when they encountered some negative experiences. If the companies could lower the tendency of negative experiences, their motivation to integrate would be higher and so the integration. Thus, they could succeed in their expatriation and achieve better performance in work. After those SIEs come back from China, companies can assign them to be a trainer for those who are going to go to China for work. Thus, they can provide the suggestions for them and give them a more detailed idea about how the life is going to be like.

Limitations

This study adopted qualitative methods with short questionnaire for exploring the SIEs' motivation to migrate, motivation to integrate, and integration during their integration process. However, there were some limitations which were addressed as follows. First, most of the participants were working in Shanghai, thus the
information may not be able to represent the whole Taiwanese SIE population in China. Secondly, the researcher relied on one participant to introduce other possible participants for the study. It was possible that they possessed similar opinions and points of views. Thus, the result of this research should be context-specific. Lastly, varying duration of expatriation period could possibly influence the findings. Therefore, the results of this study should not generalize to all SIEs.

**Suggestions for Future Studies**

For future studies, the researcher would suggest other researchers to design a more structured and detailed scale to examine SIEs' integration process. Thus, it can provide a more informative analysis about how their integration process is. In addition, the researcher also recommends to compare between people who work in different provinces of China. The characteristics and culture varied from different provinces, and they could be influential for the integration of SIEs. Lastly, it would be important to explore more on the SIEs who have relationship or marry with the locals as the integration process and results between those who have relationships with locals and those who do not may be different.
REFERENCES


Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs:


78


APPENDIX A. QUESTIONNARIE

Section I

1. Gender: □ Male □ Female

2. Age: ___________ Years Old

3. Marital Status: □ Married □ Single

4. Your working experience in the current job position:
   _______ Year ________Month

5. Location of your current job (e.g. Shanghai, Beijing):_______________

6. Current job position is: ________________

7. The industry you are working in is:
   □ Health/ Education
   □ Information technology
   □ Wholesale
   □ Manufacturing
   □ Retail
   □ Agriculture/ Forestry/ Fisheries
   □ Mass Media
   □ Construction
   □ Human services
   □ Finance
   □ Freight services
   □ Other:_______________

8. How long have you been in China? _______ Year ________Month
Section II

Please choose the answer that best describes your opinion.

1 = Strongly disagree  
2 = Disagree  
4 = Undecided  
5 = Agree somewhat  
7 = Strongly Agree

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<td>4 During the first month in China, I have high motivation to integrate</td>
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<td>6 During the first year in China, I have high motivation to integrate</td>
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<td>7 During the first 1.5 years in China, I have high motivation to integrate</td>
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<td>8 During the second year in China, I have high motivation to integrate</td>
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<td>9</td>
<td>I am satisfied with my life in China</td>
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**Perceived Motivation to Migrate and Integrate**

![Perceived Motivation to Migrate and Integrate](image-url)
APPENDIX B. INTERVIEW QUESTIONS

1. When did you decide to relocate overseas to China?

2. In your opinion, what are the main factors affecting your decision to expatriate?

3. Please introduce your job content in China.

4. How is your working experience in China?

5. Did the company provide any support or set up any integration policies for foreign employees like you?

6. Have the working environment met your expectation?

7. How is your living experience in China?

8. Have the living environment met your expectation?

9. What played an important role in helping you to function well at work and life in China?

10. To what extent do you think your motivation to integrate is?

11. What actions did you take to adjust to the interactions with subordinates or colleagues in China?

12. What actions did you take to adjust the life in China?

13. How well do you think you have integrated into the society of China in terms of working and living environment?

14. How has your motivation to integrate affected your integration in terms of job satisfaction and life satisfaction?

15. What are the reasons that motivate you to remain in China for work?

16. If you can start over again, will you still choose to be a SIE?
訪談問題

致受訪者：
您好，我是國立台灣師範大學國際人力資源發展研究所的碩士研究生，目前正在從事一份與自願外派至中國的台籍工作者相關之研究，希望了解影響台籍工作者決定前往中國工作之因素，並探討他們在工作及生活領域中所面對的種種經驗、困難、感受、對策與調適問題。在此希望藉由您不吝分享之寶貴實務經驗，整理成論文背景資料，俾使後續研究有參考佐證的內容。

您的支持是本研究得以實現的關鍵，本次訪談內容僅供學術研究參考使用，訪談紀錄將以不具名方式進行，絕不對外公開，請您安心接受訪問，謝謝。

國立臺灣師範大學國際人力資源發展研究所
指導教授：張媁雯博士
研究生張芳瑜

訪談流程：

基本資訊：

姓名：
性別： □ 男 □ 女
年齡： □ 21-30 □ 30-40 □ 40-50 □ 50以上
婚姻狀態： □ 已婚 □ 未婚
教育科系背景：
工作機構與單位：
現職公司地點：
（例如：上海、北京等等）
職稱：
年資：
在中國待多久時間：
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<td>我在決定去中國工作前，我認為我可以&lt;br&gt;在中國得到很多東西，譬如金&lt;br&gt;錢或是更好的職位等等。</td>
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<td>第一個月在中國工作時，我有很高&lt;br&gt;的動機去融入當地社會，無論是工&lt;br&gt;作或是生活環境。</td>
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<td>第一年在中國工作時，我有很高的&lt;br&gt;動機去融入當地社會，無論是工&lt;br&gt;作或是生活環境。</td>
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### 從此結束，感謝您的填寫。
訪談問題：

1. 請問您是甚麼時候決定前往中國工作？甚麼是影響您決定的重大因素？煩請列舉實例說明。
2. 請介紹您目前的工作內容。
3. 請問您在中國的工作經驗如何？和您原先預期的有差異嗎？有沒有一些適應或融入上的問題？
4. 請問公司是否有提供外籍工作者一些幫助他們融入職場及生活上的協助或教育訓練？
5. 請問從您去中國工作至今，工作環境有滿足您原先的期望嗎？
6. 請問您在中國的生活經驗如何？和您原先預期的有差異嗎？有沒有一些適應或融入上的問題？
7. 請問從您去中國工作至今，生活環境有滿足您原先的期望嗎？
8. 請問哪些人事物在您工作的調適上扮演著重要的角色？
9. 請問您融入中國社會的動機有多高？煩請列舉實例說明。
10. 請問您採取了甚麼行動去適應及融入中國的工作環境以及和當地上司、同事或下屬的互動？
11. 請問您採取了甚麼行動去適應中國的生活環境？
12. 請問您覺得您融入中國社會(工作及生活環境)的程度是多少？為什麼？
13. 請問您覺得您在中國社會的融人程度(工作和生活滿意度)被您融入中國社會的動機所影響嗎？為什麼？
14. 請問是哪些原因讓您決定留在中國工作？
15. 如果一切可以重來，您還會選擇去中國工作嗎？
APPENDIX C: CONSENT FORM

Dear Sir/Madam,

You are being asked to participate in a research. The researcher is a student at Graduate Institute of International Human Resource Development of the National Taiwan Normal University. The title of the research is “Motivation and Integration of Taiwanese Self-Initiated Expatriates in China”. This research focus on Taiwanese self-initiated expatriates and explore their reasons for moving to mainland China, and also to examine how the participants integrate to the society and what support or assistance the companies have provided for them.

This form provides you with general information about the research. The researcher will also introduce the study and will answer all your questions related to it. Please read through the following information and if you have any question please do not hesitate to ask the researcher before signing.

• You will be asked to participate in an interview lasting about 60 minutes long.
• General topics of discussion will include the motivation to migrate to China for work; and the integration in your working and living environment in China.
• Additional interaction in the interview is expected only for clarification purpose.
• The interview will be recorded and the researcher will take hand written notes.

Confidentiality: Contents of the interview and other interactions with the researcher regarding the study are confidential. Only the researcher and relevant personnel (committee members, advisor, and interview recording transcribers) will have access to the raw data. Writings that derive from this research will not include information that could identify the individual participant. Participants will be assigned a pseudonym (if necessary) to protect their identity.

Contact information of researcher: If you have any concern or question, please contact Fangyu Chang via email at ruby03292003@gmail.com.

Contact information of researcher advisor: Should you have any further concern about this research, you may contact the research advisor, Dr. Wei-Wen Chang, Professor and Director of the Graduate Institute of International Human Resource Development (NTNU) at National Taiwan Normal University (NTNU) via email at changw@ntnu.edu.tw.

I have read and fully understood the consent form. I sign it freely and voluntarily; and a copy of this form has been given to me.

________________________ _______________________________ ___________
Signature of the Participant  Printed Name  Date

________________________ _______________________________ ___________
Signature of the Researcher  Printed Name  Date

88