

“AN EMPIRICAL STUDY ON LINKAGE BETWEEN PSYCHOLOGICAL CONTRACT AND ORGANIZATIONAL COMMITMENT AMONG FLEXPATRIATES IN IT INDUSTRY”

Rajendra Kumar V.R¹, Dr. Mahesh Kumar K.R²

¹Research Scholar, University of Mysore

²Professor Dept of Management Science,

Srishti College of Commerce & Management

INTRODUCTION

Globalization has brought immense changes in business environment and also in the work environment and employee mind-set. New trend of international assignees are bringing lot of benefits and cost saving to the organization. Different international assignees other than expatriates who incurred huge cost for company has been changed to short term assignees like flexpatriates or frequent flyers or short term commuters, who are flexible, self-motivated and easily adjustable to any new culture. IHRM has increased the challenges of managing work force at international assignments. The cost incurred for staying in other countries is increasing drastically because of which new IHRM policies are introduced to convert expatriates to flexpatriates. Cross cultural training is imparted to these employees before leaving for international assignments and is a new trend seen in present work force due to present scenario of globalization

INTRODUCTION TO FLEXPATRIATES

The international assignees who go on short term assignments without relocating and leaving their family behind in home country (**Mayerhoffer 2010**) are termed as flexpatriates. These employees travel to different countries on their company assignments on variety of their work schedules, training session and present their company at global level. These flexpatriates incur less cost compared to expatriates as they go for short period of time but travelling itself may cause stress, physical health problems and family tensions as they leave behind their family in home country work. Life balance is challenging as they have to manage family and work in host country. Flexpatriates are more flexible, self-motivated and adjustable as they get adjusted to different culture to which country they go on assignments. Supportive HR practices are more in favour of expatriates than compared to flexpatriates, as these employees work under line manager. (**Demel, B., & Mayrhofer, W. 2010**) as stated that flexpatriates seem to be affected by a lack of career management support, similar to long-term expatriates and strongly need coherent policies taking into account the specifics of international business traveling. (**Helene Mayerhofer, Linley C. Hartmann, Anne Herbert 2004**) suggested that direct provision of training programs may be more effective to facilitate career self-management activities and assist flexpatriates to maintain good home-based work and family relationships according to individual

circumstances.(**Helene Mayerhofer, Angelika Schmidt, Linley Hartmann, Regine Bendl June 2011**) suggested a model of organizational implications of Work life balance and imbalance applicable to flexpatriates has been developed which incorporates balance and imbalance as two options for organizations.

INTRODUCTION TO PSYCHOLOGICAL CONTRACT

The psychological contract refers to the undocumented set of expectations of the employer and employee relationship as unique from the formal, documented employment contract. Taken together, the psychological contract and the employment contract define the organization-employee relationship. Originally conceived by **Denise Rousseau**, the psychological contract includes informal commitments, mutual beliefs, common ideologies and perceptions between the two parties. A psychological contract exists only if both parties believe that an agreement exists, promises have been made and considerations have been offered in exchange (**Rousseau, 1994 as cited in Christine Koh, Soon Ang, Detmar W. Straub, 2004**). Psychological contract perspectives are developed on three distinctive principles in the research of **Christine Koh. Soon Ang, Detmar W. Straub, (2004)** defined psychological contract as mutual obligations and psychological obligations (as Distinct from Legal). Psychological contract which consists of beliefs employees have about informal exchange agreements between themselves and an organization (**Jordan, Schraeder, 2005 as stated by Rousseau, 1994**). Moreover **Jordan, Schraeder (2005) cited from MacNeil (1985)** described psychological contracts as either transactional or relational exchange. Transactional psychological contracts are short-term, entail limited involvement of the participating parties, and are usually accomplished for monetary rewards were as relational psychological contracts are long-term and involve more involvement of the participating parties. According to **Payne, Culbertson, Boswell and Barger (2008)** have stated from Rousseau, (1994) in their article that researchers have attempted to operationalize expectations in employment relationships by examining the employee's psychological contract, or their beliefs about the terms and conditions of the exchange relationship between themselves and the organization. Most of this research has focused on the employee's perception of the employer's obligations. However, **Payne et al have cited from Shore, Tetrick, Lynch, & Barksdale, (2006)** more recent research has incorporated the employee's perception of both the employer and the employee's obligations.

TYPES OF PSYCHOLOGICAL CONTRACTS

There are four types of psychological contract: **Transactional, Relational, Transitional and Balanced Contracts**

Transactional Contract is executed if the employee is present in the organization for a short-term or limited duration. It is primarily focused on exchange of work or salary or wages and with definite description of duties and responsibilities and a minimum involvement in the organization. This contract can be easily be terminated by any party and none of the parties do feel obliged to help the other through crisis. Where as **Relational Contract** results from long term employment of the employee in the organization and based on mutual trust and loyalty. Here growth in the career and remuneration comes mainly from seniority of the

employee and on the other hand rewards are loosely related to work performance. Relational contract is derived from long term membership and participation in the organization. On the other hand **Transitional Contract** has a precise and narrow scope and responsibilities for the employees in the organization. This type of cognitive state is apparent during company undergoing mergers and acquisition, downsizing as well as related state of uncertainties in work life. **Balanced Contract** is a dynamic and open-ended employment engagement contract and is Pre-conditioned on business success of the employer organization. Employees have opportunities to develop skill sets and opportunities for career advancement based on skills and performance. Both employee and organization contribute to each other's development. Rewards to workers are based upon performance of the employees and contributions to the organization's business success or Competitive advantages. It is a win-win situation for both employees and organization

EMPLOYER AND EMPLOYEE OBLIGATIONS AND BREACH OF CONTRACT

Both employer and employee have certain obligations to be fulfilled for each other. These obligations are nothing but promises. The organization promises *Career Development, Job Enrichment, Good Work Environment, Compensation aligning to work performance and Work Life Balance*. In return employee promises *Efforts and Performance, Flexibility, Loyalty, Ethical Conduct, Availability and Capacity Building*. When these promises are breached either by employer or employee or both results in breach of perceptual contract and creates problems in the organization.

OBJECTIVES OF STUDY

- To study the psychological contract among expatriates
- To study the linkage between psychological contract and organizational commitment among expatriates
- To study the expatriate and employer obligations in the organization

RESEARCH METHODOLOGY

Population: - For this research purpose population have been considered working in the IT Industry consists of IT software, IT Hardware and ITES companies.

Sampling method: - As study observed different samples are collected from employee working in IT companies who are expatriates, so Convenient and Cluster sampling have been used to draw the sample from the Population

Sampling Area: - Employees are selected from IT companies situated in different places in Bangalore

Sampling Unit: - Research mainly targets IT employees working in IT software, IT Hardware and ITES companies

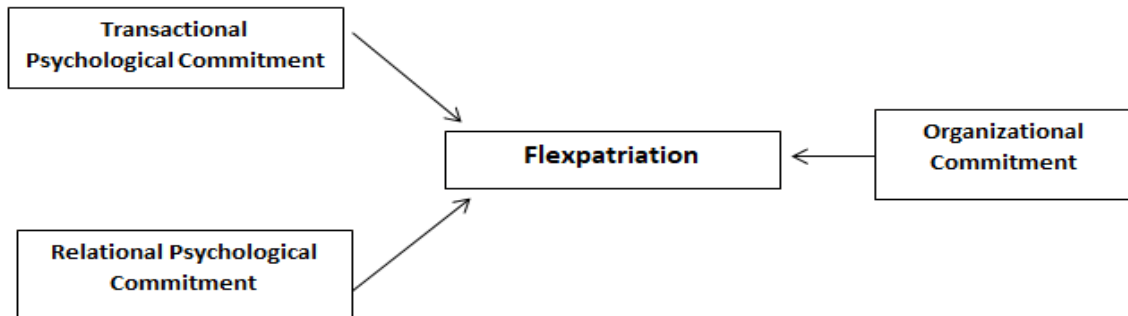
Sampling Size: - 150 Respondents from various IT companies

Research Approach: - Survey method is used to collect the primary data from the respondents

Research Instrument: - Close Ended-Questionnaire utilized to collect the data. This data is collected using Google Forms and Mailed Questionnaires

Research Territory: - Different Regions of Bangalore

CONCEPTUAL FRAMEWORK OF STUDY



ANALYSIS AND DISCUSSIONS

Table 1: Sample Demographic Characteristics

Gender	Frequency	Percentage
Male	130	87
Female	20	13
Total	150	100
Age	Frequency	Percentage
Below 30	30	20
31-35	20	13
36-40	70	47
41-45	30	20
46-50	0	0
Above 50	0	0
Total	150	100
Income	Frequency	Percentage
Below 30,000	10	7
30,001-40,000	40	27
40,001-50,000	20	13
50,001-60,000	20	13
Above 60,000	60	40
Total	150	100

(Source: Survey Data)

Reliability and Validity

The item consistency reliability was examined with Cronbach’s Alpha test. The results of Cronbach’s Alpha test are given in the table 2, which suggests that the internal reliability of each instrument is satisfactory. Reliability was met at the level of exceeding 0.700

Table 2: Cronbach’s Alpha Coefficients

Instrument	Cronbach’s Alpha	N of Items
Employer Obligations in Psychological Contract	0.902	8
Employees Obligations in Psychological Contract	0.901	5

Table 3: Multiple Regression Analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.577	.333	.315	.282	1.316
Predictors: (Constant), ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA, ORGANIZATION GIVING REMUNERATION, SENIOR MGRS ROLE IN REWARD SYSTEM, ORGANIZATION FACILITATING WITH CAREER GROWTH					
Dependent Variable: PROMISED FOR PERFORMANCE EXPECTATIONS					

R-squared measures the proportion of the variation in dependent variable (Y) explained by independent variables (X) for a linear regression model. R-square or R^2 explains the degree to which input variables explain the variation of output / predicted variable. Here R-square is 0.333, it means 33.3% of the variation in the output variable is explained by the input variables. For Multiple Regression analysis Adjusted R-square is widely used and tells what percent of the total variability is accounted by the model. The Adjusted R-square value is 0.315 and it can be inferred that this model accounts for 31.5% of the total variability.

Table 4: Summary of Independent Sample t Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.688	.092	39.976	.000	
	ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA	-.176	.033	-.507	.000	
	ORGANIZATION GIVING REMUNERATION	.229	.037	.458	6.204	.000
	SENIOR MGRS ROLE IN REWARD SYSTEM	.106	.025	.325	4.144	.000
	ORGANIZATION FACILITATING WITH CAREER GROWTH	-.090	.038	-.193	-2.355	.020

Dependent Variable: PROMISED FOR PERFORMANCE EXPECTATIONS

(Source: Survey Data)

Researcher develops the equation for the module based on value of coefficient table. Here, standardized coefficients Beta (B) value was considered and Multiple Regression equation was built for the study.

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

$$Y = 3.688 - 0.176 X_1 + 0.229 X_2 + 0.106 X_3 - 0.090 X_4$$

Y = PROMISED FOR PERFORMANCE EXPECTATIONS

X₁= ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA

X₂= ORGANIATION GIVING REMUNERATION

X₃= SENIOR MGRS ROLE IN REWARD SYSTEM

X₄= ORGANIZATION FACILITATING WITH CAREER GROWTH

a = CONSTANT

Table 5: Summary of ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.770	4	1.443	18.090	.000
	Residual	11.563	145	.080		
	Total	17.333	149			
Dependent Variable: PROMISED FOR PERFORMANCE EXPECTATIONS						
Predictors: (Constant), ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA, ORGANIZATION GIVING REMUNERATION, SENIOR MGRS ROLE IN REWARD SYSTEM, ORGANIZATION FACILITATING WITH CAREER GROWTH						

(Source: Survey Data)

TEST OF INDEPENDENCE- CHI SQUARE TESTING

The following analysis shows the analysis of the key collected data from the respondents and further testing the Flexpatriation with the parameters of the Psychological Contract elements

H₁ = There is significant correlation between Employees taking Domestic and International Assignments and Organization Facilitating with Challenging Work

Table 6: DOMESTIC AND INTERNATIONAL ASSIGNMENTS * ORGANIZATION FACILITATING WITH CHALLENGING WORK

Crosstab					
		ORGANIZATION FACILITATING WITH CHALLENGING WORK			Total
		STRONGLY AGREE	AGREE	NEUTRAL	
DOMESTIC AND INTERNATIONAL ASSIGNMENTS	YES, PROMISE HALF KEPT	0	20	0	20
	YES, PROMISE FULLY KEPT	60	60	10	130
Total		60	80	10	150

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.192 ^a	2	.000
Likelihood Ratio	27.829	2	.000
Linear-by-Linear Association	7.163	1	.007
N of Valid Cases	150		
a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.33.			

The test statistics shows the chi square value which is 20.192 and on the other hand there is a significance value which is lesser than 0.05, which proves that alternate hypotheses would be accepted. Further the expatriate undertaking domestic and international assignments depends organization providing challenging work. So it is concluded that expatriation of IT employees are influenced by degree of challenging working environment given by organization.

H₂ = There is significant correlation between Employees taking Domestic and International Assignments and Organization giving good remuneration

Table 7: DOMESTIC AND INTERNATIONAL ASSIGNMENTS * ORGANIZATION GIVING REMUNERATION

Crosstab					
		ORGANIZATION GIVING REMUNERATION			Total
		STRONGLY AGREE	AGREE	NEUTRAL	
DOMESTIC AND INTERNATIONAL ASSIGNMENTS	YES, PROMISE HALF KEPT	0	20	0	20
	YES, PROMISE FULLY KEPT	40	60	30	130
Total		40	80	30	150

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.192 ^a	2	.000
Likelihood Ratio	27.829	2	.000
Linear-by-Linear Association	.220	1	.639
N of Valid Cases	150		
a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.00.			

The test statistics shows the chi square value which is 20.192 and on the other hand there is a significance value which is lesser than 0.05, which proves that alternate hypotheses would be accepted. Further the expatriate undertaking domestic and international assignments depends organization providing good remuneration. So, it

is concluded that expatriation of IT employees is influenced by organization giving remuneration which matches industry standards.

H₃ = There is significant correlation between Employees taking Domestic and International Assignments and Organization facilitating Career Growth

Table 8: DOMESTIC AND INTERNATIONAL ASSIGNMENTS * ORGANIZATION FACILITATING WITH CAREER GROWTH

Crosstab						
		ORGANIZATION FACILITATING WITH CAREER GROWTH				Total
		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	
DOMESTIC AND INTERNATIONAL ASSIGNMENTS	Yes, Promise Half Kept	0	20	0	0	20
	Yes, Promise Fully Kept	30	80	10	10	130
Total		30	100	10	10	150

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.538 ^a	3	.009
Likelihood Ratio	17.722	3	.001
Linear-by-Linear Association	.000	1	1.000
N of Valid Cases	150		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.33.

The test statics shows the chi square value which is 11.538 and on the other hand there is a significance value which is lesser than 0.05, which proves that alternate hypotheses would be accepted. Further the expatriate undertaking domestic and international assignments depends organization facilitating career growth.

Crosstab					
		ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA			Total
		STRONGLY AGREE	AGREE	DISAGREE	
DOMESTIC AND INTERNATIONAL ASSIGNMENTS	YES, PROMISE HALF KEPT	10	0	10	20
	YES, PROMISE FULLY KEPT	60	60	10	130
Total		70	60	20	150

H₄ = There is significant correlation between Employees taking Domestic and International Assignments and Organization providing platform for Career Advancement in IA

Table 9: DOMESTIC AND INTERNATIONAL ASSIGNMENTS * ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.555 ^a	2	.000
Likelihood Ratio	32.660	2	.000
Linear-by-Linear Association	11.700	1	.001
N of Valid Cases	150		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.67.

The test statics shows the chi square value which is 32.55 and on the other hand there is a significance value which is lesser than 0.05, which proves that alternate hypotheses would be accepted. Further the expatriate undertaking domestic and international assignments depends on organization providing platform for career advancement in IA

Table 10: DEVELOPING CROSS CULTURAL COMMUNICATION * ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA

Crosstab					
		ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA			Total
		STRONGLY AGREE	AGREE	DISAGREE	
DEVELOPING CROSS CULTURAL COMMUNICATION	YES, PROMISE HALF KEPT	10	10	10	30
	YES, PROMISE FULLY KEPT	60	50	10	120
Total		70	60	20	150

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.095 ^a	2	.001
Likelihood Ratio	10.911	2	.004
Linear-by-Linear Association	11.037	1	.001
N of Valid Cases	150		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.00.

The test statics shows the chi square value which is 13.095 and on the other hand there is a significance value which is lesser than 0.05, which proves that alternate hypotheses would be accepted. Further the expatriate developing Cross-Cultural communication depends on organization providing platform for career advancement in IA

Table 12: Summary of Independent Sample t Test

ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA	ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA	ORGANIZATION GIVING REMUNERATION	ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA	SENIOR MGRS ROLE IN REWARD SYSTEM	ORGANIZATION FACILITATING WITH CAREER GROWTH
Sig Value	.001	.000	.000	.000	.000

Table 13: Summary of Independent Sample ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.361	1	1.361	12.612	.001 ^b
	Residual	15.972	148	.108		
	Total	17.333	149			
2	Regression	3.938	2	1.969	21.605	.000 ^c
	Residual	13.396	147	.091		
	Total	17.333	149			
3	Regression	5.328	3	1.776	21.600	.000 ^d
	Residual	12.005	146	.082		
	Total	17.333	149			
4	Regression	5.770	4	1.443	18.090	.000 ^e
	Residual	11.563	145	.080		
	Total	17.333	149			

Dependent Variable: PROMISED FOR PERFORMANCE EXPECTATIONS

From the above Tables 11 and 12 it can be inferred that above mentioned independent factors are highly significant (as its Sig values are less than 0.05) and considerably influence dependent variable (Promised for Performance Expectations)

DESCRIPTIVES OF EMPLOYER AND EMPLOYEE OBLIGATIONS IN PSYCHOLOGICAL CONTRACT

Item Statistics			
	Mean	Std. Deviation	N
PROMISED FOR PERFORMANCE EXPECTATIONS	3.87	.341	150
PROMISED TO DEVELOP NEW SKILLS	3.53	.620	150
COMMITTED FOR CAREER DEVELOPMENT	3.80	.401	150
ADAPTING COGNITIVE FLEXIBILITY IN IA	3.67	.791	150
DEVELOPING CROSS CULTURAL COMMUNICATION	3.80	.401	150

Item Statistics			
	Mean	Std. Deviation	N
ORGANIZATION FACILITATING WITH CHALLENGING WORK	1.67	.598	150
ORGANIZATION FACILITATING WITH CAREER GROWTH	2.00	.733	150
ORGANIZATION GIVING REMUNERATION	1.93	.682	150
ORGANIZATION PROVIDING CHALLENGING JOB	1.67	.598	150
EMPLOYEE PERFORMANCE FOR IA	2.00	1.036	150
ORGANIZATION COMMITMENT FOR SOLVING PROBLEMS RELATED TO IA	1.67	.702	150
ORGANIZATION PROVIDING PLATFORM FOR CAREER ADVANCEMENT IN IA	1.80	.983	150
ADHOC HR POLICIES	2.13	1.151	150

(Source: Survey Data)

DISCUSSION AND CONCLUSION

When observed the literature the researcher can find insufficient studies have done regarding combine impact of psychological contract on expatriation conducted in this area both locally and internationally. Studies haven't been done regarding psychological contract on expatriation in the selected IT companies. So there is an empirical gap to address about the expatriation of employee engagement in this selected research context.

This research was completed through the primary data by using standard questionnaire. Results of the study highlight the relationship between psychological contract and organizational commitment among expatriates. To test various factors impacting employee promises of psychological contract, multiple regressions were used. Specific objectives of the study are to identify the strength of psychological contract, for organizational commitment among expatriates and recommend solutions to build-up psychological contract on employee engagement.

In this study strength of psychological contract is according to the survey data, with mean values lying between 3 and 4 in Likert scale and standard deviation is lying between -2 and +2. Those statistics are explained the psychological contract in the organization is in satisfactory level.

Psychological contract can have impact on various variables and also used many independent variables and one dependent variable for the study. The drawn sample from the population was quite small (n=150). Due to the cross sectional data collect within the limited time period which was spend one month. The other thing was the researcher didn't have a way to ensure whether the respondents have filled the questionnaires by themselves as researcher could not be able to observe them. This study was conducted in 20 IT companies, although there are many organizations in the industry. The current study is recommend for the future researchers on the same theme to take more vairbles, bigger sample representing the population, focus on different sampling techniques, lengthy time period to collect the data and to use different data collection

methods. Having followed the scientific methodology in social science research and addressing the problem of what is the impact of psychological contract on flexpatriation. It can be concluded that there is an impact of psychological contract on organizationa commitment among flexpatriates working in IT companies.

REFERENCES

Argyris, C. (1960). *Understanding organizational behavior*. Homewood, Il: The Dorsey Press, Inc.

Kotter, J. P. (1973). The psychological contract: Managing the joining up process. *California Management Review*, 15, 91-99.

Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 9, 370-390.

Levinson, H., Price, C. R., Munden, K. J., Mandl, H. J., & Solley, C. M. (1962). *Men, management, and mental health*. Cambridge: Harvard University Press.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2, 121-139.

Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 5, 389-400.

Rousseau, D. M. (1998). The 'problem' of the psychological contract considered. *Journal of Organizational Behavior*, 19, 665-671.

Shore, L. M. & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: a social exchange approach. *Journal of Organizational Behavior*, 19, 731-744.

Career Management Issues for Flexpatriate International Staff Helene Mayerhofer- Linley C. Hartmann
_ Anne Herbert(2004)

Harris, H., Petrovic, J., & Brewster, C. (2001). New forms of international working: The panacea to expatriation ills? Paper presented at the International Human Resource Management

Conference, Barcelona. Retrieved May 5, 2002, from <http://www.som.cranfield.ac.uk/som/research/centres/creme/downloads/cronermay2000.doc>

ISSUES COUPLED WITH INTERNATIONAL ASSIGNMENTS by Jelena Petrovic Centre for Research into the Management of Expatriation, June 2000 Published in Croner's "Managing Internationally Mobile Employees"

Flexpatriate assignments: a neglected issue in global staffing Helene Mayerhofer, Linley C. Hartmann, Gabriela Michelitsch-Riedl & Iris Kollinger Pages 1371-1389 | Published online: 17 Feb 2007

Pate, J., & Scullion, H. (2016). *The flexpatriate psychological contract: a literature review and future research agenda*. *The International Journal of Human Resource Management*

Implications of flexpatriates' lifestyles on HRM practices

H Mayerhofer, B Müller, A Schmidt - mrev management revue, 2010

Mayerhofer, H., Schmidt, A., Hartmann, L., & Bendl, R. (2011). *Recognising diversity in managing work life issues of flexpatriates. Equality, Diversity and Inclusion: An International Journal*, 30(7), 589–609.

Working in Polycontextual Environments: An Empirical Analysis of Flexpatriates' Lifestyles
Helene Mayerhofer Barbara Müller Angelika Schmidt 2010

Demel, B., & Mayrhofer, W. (2010). Frequent business travelers across Europe: Career aspirations and implications. *Thunderbird International Business Review*

Corralling the “Horses” to Staff the Global Organization of 21st Century by Michael Harvey Helene Mayerhofer ,Linley Hartmann 2010

Mayrhofer, W. Reichel, A. & Sparrow, P.R. (2012) Alternative forms of international working. In G. Stahl, I. Björkman & S.Morris (eds.) *Handbook of Research into International HRM 2nd Edition*. London: Edward Elgar. pp. 300-327.

David G. Collings a,*, Hugh Scullion b,1, Michael J. Morley Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives(2007)

Liisa M., K. Saarenpää & Y. McNulty (2017), 'Flexpatriates, short-term assignees and international commuters',