An empirical exploration of the adjustment of Brazilian self-initiated expatriates in Ireland and the role of Human Resources

Priscila Borges Lyons

Master of Arts in Human Resource Management

National College of Ireland

Submitted to the National College of Ireland, August 2021

Abstract

Ireland was expected to have around 85 thousand immigrants and 35.6% non-EU in 2020. This research has the purpose to evaluate the level of adjustment of Brazilians self-initiated expatriates (SIEs) living and working in Ireland. HR is the frontline of the immigration phenomenon in organizations makes this an important topic. Due to the existing gap in the literature that only recently started to investigate SIEs in organizations this study aims to contribute to the Diversity Management literature within HRM field.

The exploration was done by utilizing quantitative research method and cross-sectional design. A primary research was conducted through an online questionnaire. The sample population was formed by 85 Brazilian SIEs respondents living in Ireland. The majority of the respondents were currently working, excluding 5 out of 80 that were not. The research aimed to explore the relationship between adjustment and: English proficiency, previous living experience in a foreign country, intentions to stay in the organization and intentions to return to Brazil.

The key findings of this study showed that there was a relationship between adjustment and English proficiency and intention to stay in the organization. Besides that it was observed that 81.1% have never participated in any Diversity Management practice in their organization. Due to these findings it concluded that adjustment could impact on retention, also the better English fluency the individual has higher is their adjustment, and therefore it was recommended English training courses to enhance adjustment of Brazilians SIEs in organizations.

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: Priscila Borges Lyons

Student Number: x19167997

Degree for which thesis is submitted: MA in Human Resource Management

Title of Thesis: An empirical exploration of the adjustment of Brazilian self-initiated expatriates in Ireland and the role of Human Resources

Date: 18th of August 2021

Material submitted for award

    A. I declare that this work submitted has been composed by myself. ✓

    B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged. ✓

    C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA. ✓

    D. ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.
       Or *I declare that the following material contained in the thesis formed part of a submission for the award of

       (State the award and the awarding body and list the material below) ✓

Priscila Borges Lyons

18 of August 2021

Acknowledgements

Table of Contents

List of Tables

List of Figures

Abbreviations

HRM   Human Resource Management

HR   Human Resources

DM   Diversity Management

SIE   Self-Initiated Expatriate

OG   Organizational Expatriate

CSO   Central Statistics Office

1. Introduction

In today's globalized world it is common to see people migrating more and more. From the last century to the present moment humanity has witnessed globalization changing their lives constantly (Aleshkovski, 2016). It was estimated for Ireland in 2020 to have 85,400 people immigrating to the island, accounting 35.6% being non-EU immigrants (CSO, 2020), therefore is clear that migrants are big part of the Irish talent pool.

The Human Resources department is the front line of the immigration phenomenon working between recruitment, orientation, training and many other practices (Niehoff and Maciocha, 2008). Dealing with diversity is a reality especially working in Dublin. Migrants holding a high degree who decided to live and work in Ireland are also called self-initiated expatriates (SIEs) (Biemann and Andresen, 2010; Isakovic and Whitman, 2013; Kraak, Altman and Laguecir, 2018), this group is part of the talent pool recruiters face now-a-days and also working directly with diversity management in many companies.

This research has the purpose to understand and explore how adjusted and adapted this particular group of SIEs coming from Brazil are, therefore contribute to the Diversity Management literature within HRM field. This chapter will provide an introduction of this study by presenting a brief background and context followed by the significance of the research and its limitations.

In a globalized setting it is common to see multinational corporations (MNCs) sending employees on international assignments (Isakovic and Whitman 2013), there is a big source in the literature about these particular employees called organizational expatriate (OE), employees sent abroad on a temporary or fixed term base by their employer (Isakovic and Whitman, 2013). In counterpart a wave of increasing immigration has been observed in Ireland which impacts the labour market directly (Niehoff and Maciocha, 2008).

In 2016 Ireland had its census done by the Central Statistics Office and reported in April 535,475 non-Irish nationals living on the island decreasing only 2% from 2011. Between those years there was a big increase of Spanish, Romanian and Brazilian population (CSO, 2016) According to Eurostat (2021) Ireland had 85,630 immigrants in 2019 and the majority of this number is accounted by 57,939 non-EU birth countries. 2019 was higher than any other year falling behind only in 2018 where Ireland had a peak of 97,712 immigrants.

The source of migration that has been growing in the past years highlights the self-initiate expatriates (SIEs) movement. SIEs are workers that have decided by their own will to migrate seeking international careers. They fund their own expatriation either for temporary or undefined time independently of any employer, and are usually hired by a host-country contract (Biemann and Andresen, 2010; Isakovic and Whitman, 2013; Kraak *at al*, 2018). Ireland employees have been hiring more migrants; according to Eurostat (2021) 63% of non-EU individuals were recently employed in 2020 and 74.3% of EU citizens non-Irish were employed on the same year. Some authors believe that SIEs and working migrants could be closely defined once SIE is a group part of the any migration wave (Guo and Ariss, 2015). In the literature it was found that SIEs are defined by high-degree holding professionals that can bring positive outcomes to the organization (Holtbrugge, 2020; Fu *et al.*, 2017; Guo and Ariss, 2015; Isakovic and Whitman, 2013; Biemann and Andresen, 2010), while working migrants are defined by labour work with less education and experience (Guo and Ariss, 2015; Holtbrugge, 2020). This dichotomy will be explored more in depth later in this paper.

1.1 Rationale

When looking at the researches it is possible to see a good amount of attention towards the expatriates chosen by the organization going abroad and how to adjust them, but not enough about the expatriates coming to the organizations by their own. It is common for companies to worry about their employees going abroad as these assignments can be highly costly for the company (Black and Stephens, 1989; Isakovic and Whitman 2013). Although they could be losing the opportunity to look inside and see that possibly there are already SIEs in their own company, but not knowing how to manage them.

The big diversity Ireland is facing at the moment opens possibilities for organizations to be more diverse and develop multicultural competences, bigger talent pool for recruitment and also the ability to deal with differences in a global order (Clipa and Clipa, 2009). Authors argue that Diversity Management (DM) is one of the key issues for HRM in the globalized world (Sipolla and Smalle, 2007), opens up the opportunity to enhance the competitive advantage not only for multinationals, but also many local organizations that face a multicultural group on a daily basis, like in the capital of Ireland – Dublin.

Diversity can be describe as all the differences people have among themselves, such as age, culture, personality, ethnicity, religion, disability, nationality, education and others (Lundberg, 2020; Ganji *et al*, 2021). The diversity focus in this particular study will be

nationality. Diversity Management can be described as a strategy that organizations make use to capitalize opportunities that diversify offers (Das, 2018). Diversity Management can also be defined as practices that promote organizational goals and can have substantial effect on corporate ethics, component that facilitate sense of respect beyond differences and diversity (Ganji, 2021).

Not giving enough attention to this particular group can lead to problematic expatriate management (Isakovic and Whitman, 2013). In 2008, Niehoff and Maciocha also found significant health consequences related to adaptation stress that can lead to mental illness and depression in which can impact directly on motivation, performance and employee satisfaction.

In recent research it was observed that organizations that facilitate socialization among SIE helps with performance and adjustment, that impacts directly on how integrated they become among other colleagues and their learn curve. Social tactics provided by the organization promote opportunities for SIEs to develop social networks (Fu *et al*, 2017). SIEs are not only entering a new cultural context, but also a new company with different rules. Fu *et al* (2017) brings up the importance of the corporation socialization practices and how that enhances the SIEs learning process while getting up to speed at work.

1.1.1 Research Gap

After much research was observed that there was a gap in the literature. The SIEs talk is still very recent (Fu *et al*, 2017) considering globalization is a constant change research on diverse cultures is not so explored (Prendergast, 2016) in specific SIEs (Biemann and Andresen, 2010), but also Ireland has had an economy boom in the recent years, attracting many professionals to try an opportunity on the green island. Therefore the Brazilian community has been growing and is important to talk about this group of people (McGrath, 2010; CSO, 2016). The Human Resource sector has been dealing with migrants on a daily basis (Niehoff and Maciocha, 2008), inform these professionals is an important matter, not only at a practical instance but also academically in hope for this research to be applied possibly to other nationality group facilitating integration and a diverse workplace.

This paper has the purpose to contribute for the Human Resource Management literature, in specific Diversity Management field answering the broad question on how adapted and adjusted Brazilian SIEs living in Ireland are in relation to the Irish culture, the workplace and interactions evaluating the relationship to paste foreign living experiences, language fluency

and if somehow this could impact in retention.. The research analysed the SIEs in Ireland adjustment giving continuation to the large amount of researches on expatriates but trying to fill the gap and open space to talk about Brazilians SIEs. Therefore this study can contribute to HRM studies and practices on the development of possible DM practices that can reduce stress and increase integration.

Due to the reality of COVID-19 at present, this research brings up the limitation in the research, possible interactions with nationals outside and/or at work could've been limited and somehow cut for the majority of the population living in Ireland. Another observed limitation is due to the research method chosen. In this paper the quantitative research method will be used, for this reason deeper personal impressions might be left behind. All limitations will be deeply discussed in future chapters.

1.2 Project Structure

Introduction: Introduces the context of the research linking to the core literature reviewed. It is also presented the research gap to be studied and briefly talks about the purpose of this work.

Literature Review: This chapter aims to explore the literature and past researches on the field and exhibits the core theories for the foundation of this research such as migration theories, self-initiated expatriates, adjustment and diversity management definitions.

Research Questions: This chapter the reader will be able to scope through the research question, aims and objectives driving this research. The research hypotheses will also be presented which will be tested in the future chapters.

Methodology: This chapter has the objective of investigating the better paradigm and methods to be used for this piece of work. It explores the possibilities and justifies the chosen ones. At this chapter it was highlighted the data analysis, the questionnaire design, limitations of the research and ethical considerations.

Findings and Analysis: Under this chapter the research demographics and descriptive data will be presented. Following up it will be shown the hypotheses tests done and the key findings linked to the literature.

Discussion: During this chapter it will be exploring more in depth the findings from the earlier chapter linking to the research done previously. This section aims to explore how the findings covered the research question addressing the limitations in the analysis.

Conclusion and Recommendations: This section has the objective to summarise what was studied and achieved with this research bringing future possibilities. Recommendations for future research will be highlighted taking in consideration possible financial implications.

1.3 Conclusion

The increasing of migration in Ireland brings up the need to talk more about the diverse talent pool we now face. It is important to expand the knowledge of the HRM professionals to this particular group, not only to deal with the existing SIEs in their organization, but also enhance DM and bring up a more tolerant and inclusive organizational culture.

The following chapter will talk about the literature review and explore migration theories, the Irish context, definitions of SIEs and adjustment, and finally discuss the importance of this knowledge to DM. The research question and its aims and objectives will be presented followed by the methodology used for this research piece. Finally the researching findings will be analysed and the discussion about it. At the end of this thesis recommendations were added based on the study and a practical plan according to the CIPD requirements.

2. Literature Review

2.1 Introduction

This chapter will be explored migration theories throughout the years and how it is being seeing today. This will be followed by an analysis on how Ireland has become a big economy bubble and an attraction for migration, emphasising the Brazilians that have been arriving in Ireland since.

Briefly after definitions of expatriate it will be presented more in depth and the distinctions made by literature between self-initiated expatriate and migrants. Authors are constantly talking about the same group but in different ways. The process behind motivations of self-initiated expatriate to leave their countries will also be investigated and what is mostly common sought by them.

It will be observed how the adaptation of expatriates is done and how authors have been analysing this phenomenon throughout the years, acknowledging the existing differences in culture between Irish and Brazilian's culture. The theories will be linked to Diversity Management and explore the importance of it, strategies and policies.

2.2 Migration Theories

In 1885 Ravenstein's Laws of Migration was published and was based on a lifetime migrant statistical tables from 1871 and 1881 around the British Isles. His study mapped the migration patterns and used the concepts of "absorption" and "dispersion" (Rees and Lomax, 2019). According to Ravenstein it is a fact that migration has as prime cause the need for labour work in big industry centres, an important factor is that the "laws" (Table 1) described by Ravenstein are not rules, but "empirical generalizations" during the time of the research (Rees and Lomax, 2019).

Table 1: *Ravenstein's "Laws of Migration" in his 1885 paper*

1	We have already proved that the great body of our migrants only proceed a short distance, and that there takes place consequently a universal shifting of displacement of the population, which produces "currents of migration" setting in the direction of the great centres of commerce and industry which absorb the migrants. In forming an estimate of this displacement we must take into account the number of natives of each county which furnishes the migrants, as also the population of the towns or districts which absorb them. p.198

2	It is the natural outcome of this movement of migration, limited in range, but universal throughout the country, that the process of absorption would go on in the following manner: The inhabitants of the country immediately surrounding a town of rapid growth, flock into it; the gaps thus left in the rural population are filled up by migrants from more remote districts, until the attractive force of one of our rapidly growing cities makes its influence felt, step by step, to the most remote corner of the kingdom. Migrants enumerated in a certain centre of absorption will consequently grow less with the distance proportionately to the native population which furnishes them, and a map exhibiting by tints the recruiting process of any town ought clearly to demonstrate this fact. That this is actually the case will be found by referring to maps 3, 4, 8 and 9. These maps show at the same time that facilities of communication may frequently countervail the disadvantages of distance. p.198-9
3	The process of dispersion is the inverse of that of absorption and exhibits similar features. p.199
4	Each main current of migration produces a compensating counter current. p.199
5	Migrants proceeding long distances generally go by preference to one of the centres of commerce or industry. p.199
6	The natives of towns are less migratory than those of the rural parts of the country. p.199
7	Females are more migratory than males. p.199

Source: Ravenstein (1885: 198-199)

Ravenstein Laws of Migration opened up a window for future researches and brought to attention new theories about the same subject such as push-pull and mooring factors. The well-known push-pull factor theory of migration constructed based on the Lee's paper A Theory of Migration from 1966 (Seedlov, 2019; Chen and Keng, 2019) talks about the need to understand other reasons behind migration their motivations to migrate and the assimilation of the destination. The author described four main factors that need to be observed such as: factors associated with the origin, factors associated with the destination, intervening obstacles and personal factors (Lee, 1966).

The factors associated with the origin and the factors associated with the destination are balanced between positive, negative and neutral aspects. According to Lee (1966) each aspect, such as climate or school system will be seen by each person and household in

different ways. Van Hear, Bakewell and Long (2018) explore more both factors and expand the idea dividing them by drivers: predisposing drivers, proximate drivers, precipitating drivers and mediating drivers. The first one contributes to the creating of a context where migration is likely to happen such as: globalization, environmental change, demographic transition and urbanisation.

Proximate drivers are understood more as direct reasons derived of deep structural features, things that would push people away would be: downturn of business cycle, worse turns in human rights, repression, environmental degeneration, etc. On the other hand, pull factors of this driver can be included: upturn on the economy, societal improvement, employment and educational opportunities. Precipitating drivers are described as more identifiable events that would trigger departure and make the decision to either move or stay, those could be: drastic rise in unemployment, punitive taxation, escalating conflicts, outbreak of war, etc. The last one, mediating drivers can either facilitate or constrain migration. Those can be aspects of the destination such as presence of good transportation, communication, resources and information needed for the move, although the lack of infrastructure can constrain the migration (Van Hear *et al*, 2018).

There are always the comparison between positive and negative factors, Lee (1966) made sure to point that a simple calculus of positives and negatives wouldn't decide the migration act. Two other important factors must be taken in consideration as well. The intervening obstacles and personal factors, the first one is detailed by the author as possible problematics the migrant might face, such as immigration laws, physical barriers and distance, but other things like living costs and transportation could play an important role. When it comes to personal factors it is not about the origin and the destination, but the perception of each person has of the locations (Lee, 1966).

Later in time the push-pull model was extended to push-pull-mooring by Moon in his paper Paradigms in migration: exploring mooring as a schema (1995). The mooring effect is related to the decision to migrate, impacted by culture, values, personal and social experiences, those being important factors for individuals' migration (Chen and Keng, 2019). Mooring is explained by taking into consideration levels of ideals such as morals and ethical stance, expectations, tolerance and intolerance. The author points out that migration could be a result from a value-conflict situation (Moon, 1995). The mooring factors refer to social or personal

aspects that contribute for the decision to either move or stay at their original place (Liu Fan *et al*, 2021).

2.3 Research Context

Niehoff and Maciocha in 2008 pointed out that Ireland started to become a favourite destination of immigrants in 2004, with the vast majority coming from Poland. According to the annual report done in 2020, the population was estimated in 4.9 million by April of 2020, an increase of almost 56,000 people. EU Non-Irish nationals are the biggest group of immigrants estimated in 30.400 totals, winning over the non-EU nationals which counted in 19,000 in 2020. Brazilians hold the second place of refusals to enter the country, counting 720 refusals in 2019 among others like Albania, South Africa, Bolivia and Georgia (Sheridan, 2020). Those refusals were pointed by the Department of Justice as the process to avoid illegal entries in Ireland.

In the most recent census done in 2016 (CSO, 2016) it is possible to see that Polish nationality remains the highest number of immigrants in Ireland really close to the second place that being immigrants coming from the United Kingdom. The growth in the Irish economy was partially due to young labour force and to avoid the demographic challenges, such as aging population, international migration should be considered and encouraged (Prendergast, 2009).

These immigrants were mainly working on a low wage job in hospitality, services, constructions and health care. During the early 2000s was a meaningful event for Ireland having many immigrants joining the workforce (Niehoff and Maciocha, 2008). Nowadays is possible to see how the country is implementing policies to integrate the migrants. Around 4.5 million euros were funded from the European Union's Asylum, Migration and Integration Fund (AMIF) in 2019 for project to promote integration of migrants. Those projects include: employment-readiness training in horticultural, English language classes, diversity training in schools and workplace training (Sheridan, 2020).

Immigration has shown to be a big worry among the Irish citizens remaining on the top three concerns, although 81% of them feel positive about immigration and the economy (Irish Independent, 2016). In the present days it is not possible to talk about the economy without considering the immigrants participation. Among the top 10 nationalities between 60 and 85% of them actively work and 7 of them have labour participation over 80% but only 4 nationalities (German, French, Italian and Spanish) shown to have a very well understanding

of English (CSO, 2016). The contribution of the migrants is noticeable in Irish society, but the challenge is now for the organisations to deal with this fast changing workforce. Policies and practices to the training and development of non-irish workers is key to success, if managed correctly these talents will engage in the company, develop their talents and contribute for the economy growth (Prendergast, 2009).

During the turn of the millennium for Ireland was a huge growth in history and was overtaken by many other countries, such as UK or Netherland, when it comes to diversity and foreign born workers in the population. The employment of international workers is considered an increase in international competitiveness and essential for expansion of the economy (Prendergast, 2009). According to the Department of Justice (2020) anyone that is not part of EU or Swiss national need a permission to remain in the country for longer than 3 months. This permission is issued by the Minister of Justice and Equality; the permission will be given based on the purpose of the stay and generally granted on an annual basis (Department of Justice 2020).

Brazilians have been coming to Ireland on visa holidays and have always been free to visit the country but in 2006 this was intensified. The vast majority of the Brazilians are attracted to Ireland with the hope of earning a better income than they would in their home country. At the start they began to work for a meat processing factory in Gort, south of Galway City around the year 2000, although the late arrivals didn't have much trouble finding jobs in different sectors such as nursing homes, domestic help, hospitality and manufacturing (McGrath, 2010).

Being Brazilians in Ireland the focus of this study, some statistics are important to mention. There were a total of 13,640 Brazilians living in Ireland in 2016, 54.2% living in Dublin City and being 13,087 over 15 years old. During the census in 2016, 50.1% of Brazilians were at work, with the only difference being 500 more males. According to CSO the majority of this group are working at accommodation and food activities counting a total of 1452, followed by wholesale and retail trade, repair or motor vehicles and motorcycles with 759. It is important to point out that 13% didn't state their industry and 13.4% are unemployed. The education level of majority of Brazilians in Ireland is shown as 2543 being on the third level degree or high followed by 1024 on upper secondary level (CSO, 2016). Taking into consideration the census made by the Central Statistical Office from Ireland the majority of

Brazilians that come in the country hold a third level degree and the biggest percentage of them work with accommodation and food or retail, trade and repair.

2.4 Self-Initiate Expatriates

Immigration throughout the world has different motivations, some of them are results of war or natural disasters, but majority of them is centred on economic aspects, voluntarily seeking for better income and economic improvement (Tharmaseelan, Inkson and Carr, 2010). When analysing international immigration it is possible to observe the demand for low-skill labour work in developed countries. The locals who gained education and developed skills occupy the spaces for better jobs and find themselves unwilling to provide unrewarding and poorly paid jobs, this phenomenon segments the economy and provide this kind of work to the immigrants (Prendergast, 2009). Although that is still a reality, it's also possible to see when there is a boost in the economy that not all well paid jobs, or highly skill work are occupied by locals, and more and more organizations are looking for diversifying their workgroup.

Nowadays organizations have been noticing the importance of diversity among their talents. Multicultural workforce opens the opportunity to experience a multitude of beliefs, understandings and values, a unique way of viewing the world and access more and global information (Okolie 2020). International migrants and in special skilled migrants are now part of a global talent pool and contributes directly to competitive advantages for many organizations (Guo and Ariss, 2015).

Self-initiate expatriation has been a common definition among authors. SIEs has been described to be a person who initiates their own work experience abroad (Isakovic and Whitman, 2013), an individual who relocates from his or her home country voluntarily to a foreign country with no assistance of any organization (Biemann and Andresen, 2010). SIE's globally move without any connection to the employer in a foreign nation and are usually hired on a contractual basis or self-employed in the host country (Fu *et al.*, 2017).

This group of people can also been seen as individuals on an early stage of their profession that deliberately choose an international career, which represents a new employment path in a global context (Isakovic and Whitman 2013). This specific group of high-skilled professionals seeking a boundaryless career is just one part of SIEs and they also represent a larger group of people that don't possess higher education or mobile international career goal, but also migrate. These individuals usually come from a less developed country and occupy the jobs not wanted by locals (Holtbrugge, 2020). In the literature it was possible to observe

how they classify both of them differently, while self-initiated expatriate is described as an independent professional, high-skilled, university-educated and international mobile individuals (Holtbrugge, 2020; Fu *et al.*, 2017; Guo and Ariss, 2015; Isakovic and Whitman, 2013; Biemann and Andresen, 2010), migrants are more describes as less educated, people with less advantages in term of ethnicity or nationality (Guo and Ariss, 2015), individuals that engage in labour market with a medium to low-paid jobs (Holtbrugge, 2020).

Regarding expatriates: authors argue that SIEs represent a bigger group than OEs (Isakovic and Whitman 2013). SIEs are shown as individuals who choose their own path, when and how to self-expatriate as a career choice and the emphasis lay down on the ability to cross boundaries, on the other hand discussions about migration is full of structural barriers such as geography limitation, work permit and the problematic of finding jobs (Ariss and Crowley-Henry, 2013). While the SIE is a powerful asset for organizations, migrants can be seen as problematic to deal with.

Understanding that migration is the act of moving from one geographic point to another, changing the primary residency and crossing national borders (Guo and Ariss, 2015), it is natural to see migration as a big umbrella that accommodate not only SIE but also OE. For the purpose of this paper and to avoid stereotypes, SIE will not only describe and determinate this group of people as high-skilled voluntary migrants, but also embrace whichever migrant who crossed their national border in order to seek employment abroad voluntarily. Therefore self-initiated expatriate and "migrant" will be used interchangeably.

SIEs do not receive pre-departure training on cultural adjustments and they might have limited knowledge about the host country. For that reason their levels or anxiety and uncertainty about the work can be higher compared to OE, which could prevent them to be equally up to speed with their work (Fu *et al.*, 2017).

During Isakovic and Whitman's research (2013) it was found that the majority of the SIEs were reported as female, a large portion of this population is single and for those married; their partners are likely to be employed by the host country. Furthermore it was understood that it is common for SIEs to have multiple previous overseas experience although little is known about SIEs motivations to move and or how their cultural adjustments are done in the host country which creates a big gap in literature (Isakovic and Whitman 2013). SIEs seek their employments without a parent corporation supporting them therefore they lack familiarity with the company procedures and practices (Fu *et al*., 2017). Given that they are

increasing on a daily basis it is important for local organizations to have a better understanding on this growing workforce and maximize their ability to be global employers (Fu *et al.*, 2017).

The destination of choice can be understood as one of the key motives for SIEs, another motive observed can also be the lack of job opportunities in their current nation, and a possible escape from negative work situations. The seek for better work opportunities can be observed either for the enhancement of the individual career but also to help family at their home country, especially for migrants with big family ties (Holtbrugge, 2020). Niehoff and Maciocha in 2008 developed a research to track motives and cultural adaptation of immigrants in Ireland, they had a bigger sample of Polish nationals, but besides the Polish, none were seeking more money overseas, other motives was shown such as: seek or secure a new job in a better economy, following spouse or a significant one, and others (learning English, travelling, boredom etc). On the other hand 52% of the Polish national sample answered they were seeking more money.

Biemann and Anderson (2009) argue that career motives decrease and become weaker with the age increase of SIEs, during their research done with SIE managers was observed that SIEs show more organizational mobility and have more intentions to change corporations. Compared to OEs, SIEs are just as successful but still have an internal impulse to change and was found in their results an average of 2.75 organizations worked during 13.25 professional years of SIE managers (Biemann and Anderson, 2009). Considering the big mobility of SIE's in Biemann and Anderson's (2009) results, is important to stress that in past research was found done by Black *et al* (1991) and confirmed by Isakovic and Whitman (2013) that past overseas experience does not have a direct impact with sociocultural adjustment.

2.5 Adjustment

On OEs literature deep concern is shown about the adjustment of expatriates (Black and Stephens, 1989; Black, Mendenhall and Oddu, 1991; Qin and Baruch, 2010). Black *et al* (1991) point out that moving to a different country involves big changes, not only on the job but also on the employee performance; the changes are linked to unfamiliar norms, corporation practices, weather, health care, food, daily customs, political systems and foreign language. Niehoff and Maciocha (2008) point out that cultural adaptation starts from the expatriate themselves, by their motivation to move. On their research they observed specifically immigrants, therefore their choice of destination could be seen as the starting

point of the adaptation process. Cross-cultural researches have observed that work and non-work factors impact on adjustment (Black and Stephens, 1989).

Black *et al* (1991) by gathering information and researches from international and domestic adjustment concluded that international adjustment cannot be seen as one construct, but a multifaceted phenomenon having at least three aspects of adjustment: to work, to host nationals and to general environment. Another perspective highlighted by Wang *et al* (2019) describes cross-cultural adjustment as one's capability to fit themselves in different environment (work and non-work), being able to adapt to the host country. Chen (2019) describes cross-cultural adjustment as psychological stress relief when coming across cultural shock, defining adjustment as a seeking for psychological comfort. Another adjustment definition can be understood as a learning process that enables the person to become more effective and satisfied with a new environment. It is expected of an adjusted expatriate to be effective dealing with the new place, have neutral or positive emotions overall and possibly knowledge about the local environment (Haslberger and Brewster, 2009).

Many aspects of the OEs international adjustment literature would be applied on the SIEs, although Izakovic and Whitman (2013) pointed out some ground differences starting from the lack of previous training. Black *et al* (1991) consider pre-departure training an important variable for adjustment in international assignments. Another noticeable difference is that SIEs usually have more previous international experience compared to OEs (Izakovic and Whitman, 2013). Previous experience was pointed out as being a significant variable for work adjustment, but not overall adjustment (Black *et al*, 1991), similar results were found during more recent work, there was no relationship between past overseas experience and sociocultural adjustment (Izakovic and Whitman, 2013).

During Fu's *et al* (2017) research it was observed that social integration and learning speed contributes directly to SIE adjustment, but not necessarily to performance. Among their findings it is possible to say that work adjustment would not be predicted by social integration but would facilitate the outcome of learning speed. Majority of the SIEs are hired by host national companies in contrast to OEs who usually come from MNCs, the difference in organizational culture might be bigger for SIEs than OEs (Izakovic and Whitman, 2013). Taken together the promotion of two aspects in organizational socialization helps with adjustments, those being: integrating the SIE in the organization – facilitates cultural and

social adjustment; promoting learning of the new job role eventually leads to better work adjustment (Fu *et al*, 2017).

Black's *et al* (1991) model of adjustment details the in-country adjustment factors such as: individual factors; job factors; organizational culture and socialization. The scale measure constructs such as: culture novelty, cultural adjustment, interaction adjustment and work adjustment. For the purpose of this study SIEs adjustment will be observed and variables done in-country focusing on individual factors and work factor.

2.6 Diversity Management

Going deeper trying to understand the multiculturalism MNCs live nowadays is important to have a look on diversity management. This literature is important to observe and understand what the professionals of HR can do to facilitate the adjustment process, therefore provide enhancement of the workforce within the organization. Managing a diverse work environment is argued to be one of the key issues in the HRM agenda and the globalization brings up the need to rethink and be critical about the HR function (Sipolla and Smalle, 2007). Diversity management (DM) can be defined as a strategy used by a firm or organization to help capitalize opportunities that diversify offers and goes beyond the equal employment opportunity (Das, 2018). It is the concept of focusing pro-actively in the construction of an inclusive working environment, focusing on the individuals and encouraging differences (Hanappi-Egger, 2012).

Diversity has been narrowly defied only by demographic factors, although it is more than that. Diversity is shown not only in age, race, nationality (Prendergast, 2016), but also sexual orientation, education, religion, culture, language, disabilities and capabilities, etc (Sipolla and Smalle, 2007). Lundberg (2020) uses diversity management on the education approach with newly arrived migrants and brings up the idea of diversity management on the neoliberal framework: focus on social integration and equality of opportunity, economic inclusion and cultural differences. The author points out that there is an assumption that is expected of the newly arrived to initiate formal and/or informal social interactions, disregarding the migrant already has a big psychological stress concerning employment and housing (Lundberg, 2020).

Observing from a business perspective the possibility to deal with a multicultural workforce opens up the ability to meet future challenges in a more strategic way through increased variety of skills, cultural dimensions, values and experiences. Managing diversity can be

critical for an organization to maintain their competitive advantage (Sippola and Smale, 2007), learning an efficient way to deal with a multicultural workforce becomes an essential skill to be effective as emerging global corporations (Prendergast, 2016).

Bringing back the expatriate management it is common for companies to organize cross-cultural training for their OEs for future assignments, the cross cultural-training has been observed as a tool to help and stimulate activity and communication (Qin and Baruch, 2010). All those changes that happen with the OEs also happen with the SIEs but the later does not receive any cross-cultural training pre-departure, which makes important it to integrate this group and therefore facilitate retention within the company. The concern goes around on how to integrate this group of people and by that change the organization *status quo*. Social integration goes beyond individual enterprise; it is a collaborative process that needs help from social structures and provisions. Integration is a process that includes relations of power between departments, groups and individuals, and from there it is possible to see forming partnership (Lundberg, 2020).

Diversity initiatives need to be meaningful and avoid biases from the local system and culture. According to Sippola and Smale (2007): "HRM 'philosophy' expresses how to treat people regardless of location, HRM 'policies' establish guidelines and the meaning of the philosophy, and HRM 'practices' establish explicit roles for employees." A diverse management is an evolutionary process that enables inclusive organizational culture and attract diverse people, that leads the company to a more creative and innovative capabilities (Hanappi-Egger, 2012). Jonasson, Lauring and Guttorms (2018) argue on their study two possible types of integration such as: identity-blind and identity focus, the former is an inclusive management style where it is applied general empowerment and encouraging participation on decision making, the latter is an inclusive management style that practice of English management communication arguably more internationally oriented.

One crucial point of diversity is language, among multicultural groups language barriers can be problematic and according to Prendergast (2016) some managers in the Irish workforce still don't understand the cultural and language difficulties of their employees. To build and maintain a corporate identity MNCs HR need to strive in consistency, although to also be effective locally they need to adapt to cultural requirements (Laurent, 1986). Ireland has been slow on developing diversity policies even though research points out those companies continue to employ non-Irish workers in the hope to continue their competitive advantage,

but not always know how to integrate these employees (Prendergast, 2016). For any Irish corporation equality principals fallow legislations such as: Employment Equality Act (1998) and Equality Act (2004), those acts forbid aby kind of discrimination against individuals seeking employment in relation to gender, race, age, disability, marital and family status, religious affiliation, sexual orientation and membership to the traveller community (Irish ethnic group). Employees shall not be treated less favourably in relation to pay, harassment and sexual harassment, working conditions, dismissal, promotions and many other areas (Armstrong *et al*, 2010).

Das (2018) describes a roadmap for a strategic approach in DM and point out few steps: choose the focal diversity the organization wants to address and incorporate in their policies. Establish diversity climate by embracing members' perception about the subject and spreading a diversity sensitivity and consciousness among the company. Build continuity between the practical and strategical DM. Develop effective leadership process and focus on the line management that would deal directly with the employees. Lastly: measure the impact of DM practices (Das, 2018). Some practices seen in literature are to enhance socialisation (Fu *et al*, 2017), develop SIEs employees' language skills (Prendergast (2016), mentorship (Quin and Baruch, 2010) and others, but embracing the diversity consciousness within the company strategy will impact in many other processes such as recruitment, remuneration, promotions, reward and recognition, work-life balance, etc (Das, 2018).

3. Research Question, Aim and Objectives

3.1 - Question, sub-questions and hypotheses

Related to Brazilian self-initiated expatriates in Ireland can this particular group's adjustment be influenced by previous foreign living experience and language fluency? And/or have an impact on retention?

1 – What is the Brazilians SIEs level of adjustment with in a general aspect, such as: living and housing conditions, food, shopping, cost of living, recreation facilities and health care; interacting with host nationals; and in the Irish workplace?

2 – Does previous living experience in a foreign country have any impact with the present adjustment?

3 – Does the level of adjustment have any impact on the SIE intentions to stay in the organization?

4 – Does the level of adjustment have any impact on the SIE intentions to or return to Brazil?

5 – Does English proficiency level have an impact with SIEs adjustment?

6 – Has diversity management practices been used with Brazilian SIEs and which DM practices this group of professionals would like to see present in their workplace?

3.2 - Aim

The aim of this study is to understand and explore the adjustment of Brazilians self-initiated expatriates in Ireland, more specifically how they understand themselves adjusted to the general aspects of living in Ireland, their adjustment to the workplace, and their interactions with host nationals. The study has also the objective to evaluate the relationship between adjustment and variables such as intentions to stay in the organization, return to Brazil, proficiency of the English language and previous experience. Therefore clarifying how HRM can help integrate and retain this workforce group through Diversity Management practices.

3.3 - Objectives

1 – Collect demographic information of the Brazilian workforce in Ireland.

2 – Identify the Brazilians' English proficiency, past foreign country living experiences previously to Ireland and their intention to stay within the organization or return to Brazil.

3 – Explore what the level of adjustment of Brazilians SIE in Ireland is by using Black and Stephen's (1989) scale of adjustment, the scale measures adjustment at work, general and the interactions of the respondents.

4 – Revise how diversity management has been dealing with this workforce by asking which practices have the respondents participated or were offered.

5 – Collect possible practices the respondents would like to see from the HR in their organization by giving a multiple choice questionnaire with integration and diversity procedures.

6 – Identify if any correlation between adjustment and intentions to stay, fluency in English and precious overseas experience using the data from Black and Stephen's (1989) scale of adjustment.

4. Methodology

4.1 Introduction

This chapter will explore the research philosophy, approach and design best suited for this specific piece of study. It will also raise the awareness of the pros and cons between qualitative versus quantitative research method for this research.

Later on the step-by-step of the data collection process will be presented including the sampling, the validity and reliability of the questionnaire used. How the questionnaire was designed will be explored and how it linked to the objectives of the research. The research analysis method will be presented just after, concluding the chapter with the research limitations and ethics behind the thesis.

4.2 Research Paradigms

The research philosophy is part of beliefs and assumptions about a specific subject and the development of the same in a particular field. The research has a number of premises and can include assumption about the realities founded in the research, also called ontological assumptions; assumptions about a type of human knowledge, also understood as epistemological assumption; and assumptions about how the researcher values and beliefs influence the results, also seen as axiological assumption. These suppositions will give shape on how the research is interpreted (Saunders *et al*, 2019, p130). Therefore taking this knowledge in consideration, the research philosophy chosen for this work was the positivism.

The positivistic research philosophy assumes that social and physical realities happen by "casual laws" or in other words: cause and effect relationship (Kekeya, 2019). The positivist research seeks explanation and possibly predict behaviour by using previous theory to develop hypothesis and/or questions (Saunders *et al*, 2019, p145-146). Some authors like to describe positivism as an objective ontology governed by universal laws external to the researcher's understanding of the world (Palagolla, 2016), others prefer to represent positivism as a philosophical position that favours epistemology of what can be tested and known (Bonache and Festing, 2020). Taking into consideration the research question and the hypotheses were elaborated to investigate the gap in the literature seeking then to contribute for a generalised understanding of the adjustment phenomenon within the Brazilian SIE group in Ireland, the positivist approach was believed to be the best fit for the research.

Finding the most appropriate methodology is the key to assure the research reliability, in this piece of work the author looks to mainly explore how adjusted Brazilians self-initiated expatriates are in Ireland through questions such: Does previous experience in a foreign country help with the present adjustment?; Does the level of adjustment have any impact on the SIE to stay in the organization?; Does proficiency level of English have an impact with SIEs adjustment? All those questions have a possible cause and effect relationship, therefore the need to explore the connection between adjustment and variables like language proficiency, intentions to stay in the organization, return to home country and previous overseas experience. This study used hypothesis tests to explore and understand the questions previously. On the positivism perspective researchers seek to find universal laws, explain and predict phenomenon of the social world, searching for relationship between variables and elements (Palagolla, 2016). It is the paradigm that looks to describe and explain variable relationships (Bonache and Festine, 2020) while in counterpart interpretivist paradigm seeks understanding of social work through an individuals' point of view (Pelagolla, 2016). This study does not seek to understand adjustment by individual perspective, but as a group of the same nationality within similar conditions in Ireland, for this reason the positivism paradigm was chosen to be best suited to conduct this research and analyse its findings.

Following the same logic the research approach chosen for this work was the deductive approach, this research used previous theories to explore the questions and hypotheses made, analyse the data and discuss how this study's primary data relate to the literature review previously done. Deductive approach seeks to understand the relationship between variables (Saunders *et al*, 2019, p154). It is the approach used on researches utilizing pre-existing theory (Azungah, 2018) and performs theory testing. On the other hand an inductive approach would make use of theory building and data mining (Zhang, *et al.*, 2021). In this work the main variable studied was adjustment and its relationship with past overseas experience, intention to stay, intentions to return to Brazil and English proficiency. The researcher seeks to analyse the possible relation between the variables based on previous theories and test if still applies to the sample group used. Therefore deductive approach was best suited for this study.

4.3 Research Design
Now that positivism and deductive paradigms were chosen, the decision then fell into the research method and design. The quantitative method of research was used for this study. In the main question presented for this piece of work there is no deeply personal exploration of

the expatriates' feelings about the phenomenon, and for that reason quantitative method would be the most appropriate. Quantitative methodology could amplify the research and give a wider understanding of the questions shown, based on the literature review, expatriate research on adjustment has been the predominant questionnaire based research and the quantitative method was chosen by many other authors as the most suitable way to conduct research in adjustment (Black and Stephen, 1989; Niehoff and Maciocha, 2008; Biemann and Andresen, 2010; Isakovic and Whitman, 2013; Fu *et al*, 2017; Chen, 2019). Quantitative method focuses on macro-contextual problems (Al Ariss and Crowley, 2013) and can also provide numerical representation about the research aims and objectives (Khrais, *et al.*, 2021).

The quantitative research method involves theory testing while possibly adding variables, it is also the method that predominantly make use of surveys and questionnaires. On the counterpart the qualitative research method consists in theory building and elaboration where the researcher is a participant observant (Bonache and Festing, 2020). The author believes that for a new exploration on this specific group (Brazilians in Ireland) attempting to not only contribute for the HRM literature, but also fill the gap about this group in Ireland. A more generalized picture could help a starting point conversation and explore new possibilities of research in the future. Another key justification for the use of quantitative method is that the researcher is also part of the group discussed in this study, therefore quantitative research method can provide a better unbiased result by utilizing impersonal voice (Park and Park, 2016).

This research does not explore expatriates' feelings about their adjustment nor the quality of their experiences, but aims at visualizing the adjustment of Brazilians SIE at the present time related to the variables mentioned before. It is justified by SIE still an under looked group by researchers (Biemann and Andresen, 2010). The research chosen for this work was the cross-sectional design by observing the variables and its relationship. The cross-sectional design provides an easier and faster collection of data best suited for the time frame of this thesis compared to a longitudinal research design. It is also the research design used when the study is aimed on test theories and identify pattern at a given time point (Allen, 2017). Therefore cross-sectional research design was the best suited for this particular study as it fits the objective of understanding how the variables related between each other comparing to the previous researches presented in the literature review.

4.4 Data Collection

The sample aimed for this research was: Brazilians self-initiated expatriated living in Ireland, immigrants who have chosen Ireland as destination to live and are possibly working at the moment of the research. This research used primary data, which was collected by using non-probability sampling; therefore the questionnaire was distributed based on convenience sampling. This type of sampling that allows the author to choose conveniently the population having one of the goals to describe the characteristics of a group (Salkind, 2007) which is one of the objectives of this study. Therefore the author reached out mainly through social media such as Facebook, Instagram and through emails. Considering that social media is a powerful tool and has the potential to reach a great deal of people (Chen, Huaxia and Whinston, 2021), in the present moment during COVID-19 reality, the majority of the population in Ireland remain at home. Internet being one of the first steps of communication nowadays, social media was the first choice to reach out to the group of the study.

Two of the main Instagram pages that responded to the study have 11,300 thousand followers and the second one 31,400 followers agreed to share the research with their followers. Those pages are all directed to the Brazilian community in Ireland. The starting date of the distribution was the 18th of June. Access to the form was closed on the 25th of June with 87 people having taken part in the survey. Due to the big amount of followers and possible respondents having only 87 participants on the survey draws attention to some limitations to this strategy. It is possible to consider that only 24hrs of a share content in an Instagram page might not reach a big percentage of the total followers, and another possible limitation was possibly that not all the followers are still living in Ireland, although the page is all in Portuguese and target to the Brazilian community it was assumed that the distribution was directed to the aimed population.

The data population consisted of 87 respondents, although only 85 were Brazilian and for that reason only 85 questionnaires will be taken in consideration for the following analysis. The full descriptive will be showed in Appendix B. Regarding the key findings of the demographics, 63.5% of respondents were between 30 and 39 years old with vast majority being female (60%). 48.2% and 31.8% holding a bachelors and master's degree respectively. 38 people out of 85 have been living in Ireland between 2 and 5 years, with 31 living over 5 years in Ireland, only 28.2% had a living experience in a foreign country previous to Ireland. The majority of the respondents were currently working, excluding 5 out of 80 that were not.

The part of the questionnaire that measures adjustment (dependent variable) selected for this work was created and tested by Black and Stephen's (1989) and used also by authors such as: Takeuchi, Yun and Tesluk (2002), Wang and Takeuchi (2007) and Isakovic and Whitman (2013). The expatriate adjustment scale has 14 items and is rated on a 7-point Likert (1 = very unadjusted to 7 = very adjusted) divided by 3 facets of adjustment such as: general, interaction and work. The first factor showed a reliability of .82 with 7 items in total. The second factor consisted of 4 items showed a reliability of .89. The last one composed by 3 items showed reliability of .91 (Black and Stephens, 1989). To facilitate the understanding for the subjects, once the group does not have English as their first language, the word adjustment was changed to the synonym adaptation during the data collection.

4.5 Data Analysis Method

The questionnaire was separated into 3 sections (see Appendix A): demographics on section A, Black and Stephen's adjustment questionnaire on section B and general HR understanding on the participation of the subjects with DM practices on section C. The final questionnaire design aimed to cover the objectives of this study and its independent variables, such as collect demographics, identify English proficiency, explore the intentions to stay in Ireland or return to Brazil and investigate previous overseas experience; those objectives were covered in Section A. Section B was designed to accommodate the scale provided by Black and Stephens (1989), better discussed later on in this chapter, covering objectives related to the hypotheses comparing variables (intentions to stay or return, English proficiency and previous overseas experiences) to adjustment. Section C was designed to investigate how the Brazilians have been dealing with DM in their organization, and what possibly they would like to be implemented in their workplace to improve integration and/or diversity. The first question asks if they have participated in any kind of DM practice while the following presents possible DM practices and let the participants choose which ones they would like to participate and/or be implemented in their workplace.

Regarding the adjustment questionnaire, section the reliability tests were done (table 2) and the author got similar numbers to the tests completed previously by Black and Stephens (1989). Another important comparison was the correlation factors to analyse if the variables were indeed related to the 3 factors the scale was proposing: general, interaction and work (table 3). According to the factor analysis test and the rotated component matrix the variables measuring the same factor are grouped together on the same component, meaning that they do measure what they were supposed to measure (greater than .40).

Table 2 – *Cronbach's Alpha results*

Factor	Cronbach's Alpha	n of items
General	.842	7
Interaction	.927	4
Work	.908	3

Table 3 – *Factor Analysis results*

Rotated Component Matrix[a]			
	Component		
	1	2	3
1 – General Factor (Entertainment)	.798	.307	
2 – General Factor (Food)	.744		
3 – General Factor (Cost or Living)	.699		
4 – General Factor (Shopping)	.689		
5 – General Factor (Housing)	.656	.374	
6 – General Factor (Health)	.649	.316	
7 – General Factor (Living Conditions)	.600		.377
8 – Interaction (Interaction with host nationals outside of work)		.891	
9 – Interaction (Interaction with host nationals on a day-to-day basis)		.861	.316
10 – Interaction (Socialization with host nationals)	.321	.848	
11 – Interaction (Speaking with host nationals)		.790	.315
12 – Work (Performance standards and expectations)			.918
13 – Work (Specific job responsibilities)			.878
14 – Work (Supervisory responsibilities)	.329		.800

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

Data was collected by using Google Forms as a platform for the online questionnaire and data was analysed by using the SPSS software. As a quantitative research method, SPSS was used to analyse the data since it is a research method that utilizes statistics to test hypotheses, therefore SPSS is potentially one of the best software for that. Tests such as Reliability Test and Factor Analysis were used to verify if the scale created by Back and Stephen (1989) to identify adjustment on organization expatriate were still valid for self-initiate expatriates. Both tests showed that the scale is still valid to the present day.

For the next chapter tests such as T-Test and ANOVA were used for hypotheses tests and questions for this study and to help identify the impact of the variables and possible differences.

4.6 Research Ethics and Limitations

Possible ethical considerations for this research could arise from data breach. Problematics should be pondered in order to protect information from the individuals. Neither personal names nor organization was asked, but it is important to consider that any piece of information was kept in safety from data breach. The individuals were asked for consent and informed that their answers were only used for research purposes (see Appendix 1), data was downloaded from Google Forms to a private computer in an encrypted folder. After the information was used for analysis and the approval of this thesis the data will be deleted.

When it comes to limitations, the methodology chosen for this study even though it was presented as the best suited for this particular research, also limits the possibility to discover in a deeper level the quality of the adjustment these SIEs have been subject to. Questions about socialization and interactions could've been further explored using qualitative research method. Cross-sectional design was chosen for its facility related to time, this was the best choice for according to the time frame of the thesis.

The sample size was a clear limitation for this study; the potential participants were much higher than what was achieved, possibly because the time the survey was put to the public it was too short or the websites didn't interact much with the Brazilians remaining in Ireland so far. It is definitely something to consider when replicating this research. Another limitation that was presented in the past year was the COVID-19 reality which prevented the population from many interactions with family, friends and co-workers. Therefore this research took into consideration that the quality of interactions and possible diversity practices could've been affected by the pandemic.

4.7 Conclusion

This chapter exposed how the research was conducted, by analysing the paradigms chosen to understand the analysis, and also the research design method used for this thesis. Taking into consideration the quantitative research methods was presented the data analysis used during this study. It is important to take into consideration this information and the limitations to understand the next chapter, which will be the findings and analysis of the study.

5. Findings and Analysis

5.1 Introduction

In this chapter it the key findings of the study and the tests used to analyse the data will be presented. The findings will come directly from the data collected from the questionnaire (appendix A) with 85 valid respondents. This chapter will be divided into the descriptive findings, so the reader can understand the characteristics of the population that was studied, followed by hypotheses tests done in order to structure the findings. At the end some descriptive findings about the participation in diversity management practices will be presented and what would be desired by the respondents regarding DM practices to enhance interaction and diversity.

5.2 Key Findings – Hypotheses tests

What is the Brazilians SIEs level of adjustment with in a general aspect (living and housing conditions, food, shopping, cost of living, recreation facilities and health care)? What is the Brazilian SIEs level of adjustment when comes to interacting with host nationals? What is the Brazilians SIEs level of adjustment in the Irish workplace? Those were questions carried out for this study (85 Brazilian SIEs respondents) to understand how this group of people surveyed see themselves adjusted to Ireland within the three factors: general, interactions and work.

Table 4: *Descriptive analysis of Black and Stephen's (1989) scale of adjustment*

Factor	Mean	Std. Dev.
General	2.21	.884
Interaction	2.32	1.132
Work	1.76	.837

According to table 4, the concentrated values across the board from the three factors were overall between "strongly adapted/adjusted" and "more or less adapted/adjusted", therefore it is possible to assume that the group of respondents somehow see themselves adjusted in Ireland leaving the author to test if the adjustment has any relationship with the variables presented on the previous hypotheses.

During this section, the relevant hypotheses results of the study will be presented, although the full data analysis is shown in Appendix B for a more in depth investigation. According to the objectives and hypotheses presented previously in this work, it was possible to identify an impact on 3 variables.

This research had the main objective to investigate the possible relationship between the adjustment factors and variables such as: previous overseas experience, intentions to stay in Ireland or return to Brazil and English proficiency. The hypotheses tests were done in the SPSS software provided by NCI using independent samples T-Test and analysis of variance (ANOVA) to analyse the relationship between the variables, the overall tests results can be seen on the table 5, but the most key findings that will be analyse during this chapter are the hypotheses that shown some interaction with adjustment.

Table 5: *Hypotheses overall results*

	Factors		
	General	Interaction	Work
Previous overseas living experience (t-test)	t = 0.313 df = 55.92 p = 0.755	t = 0.352 df = 83 p = 0.635	t = 0.472 df = 83 p = 0.638
Intention to stay in the organization (ANOVA)	f(2, 82) = 1.182 p = 0.638	f(2, 82) = 0.619 p = 0.541	f(2, 82) = 3.904 p = 0.024
Intention to return to Brazil (ANOVA)	f(2, 82) = 1.411 p = 0.250	f(2, 82) = 0.540 p = 0.585	f(2, 82) = 0.311 p = 0.734
English proficiency level (ANOVA)	f(4, 80) = 0.900 p = 0.468	f(4, 80) = 2.833 p = 0.030	f(4, 80) = 2.728 p = 0.002

According to the results it is correct to assume the variable English proficiency and intention to stay in the organization had an impact to adjustment. Regarding English proficiency the significant difference occurred for interaction and the work factor while intention to stay only showed significant difference to the work factor.

Looking at the results it is English proficiency that played a bigger role when it comes to adjustment in this particular study. Following up on the hypotheses test, the ANOVA test for English proficiency related to interaction showed a p value below 0.050 meaning a significant difference, but also the need to undertake a follow up post-hoc test. The post-hoc test results of the Least Significant Difference (LSD) (table 6) indicated that there is a significant statistical difference between proficiency and upper-intermediate (p = 0.008); proficiency and

advanced (p = 0.021) over adjustment when comes to interactions. Similar results were observed to adjustment related to the factor work, once the p value was below 0.050 the post-hot and LSD test were performed and the results revealed statistical significant difference between proficiency and upper-intermediate (p = 0.001); proficiency and advanced (p = 0.008) to the work factor.

Table 6: *Least Significant Difference (LSD) for English proficiency level related to interaction and work factors*

English Proficiency Level	p
Interaction Factor	
proficiency and upper-intermediate	0.008
proficiency and advanced	021
Work Factor	
proficiency and upper-intermediate	0.001
proficiency and advanced	0.008

Does English proficiency level have an impact with SIEs adjustment? According to literature, nationality and language can be understood as important diversity among organizations (Sipolla and Smalle, 2007; Prendergast, 2016), said that the author believed that the highest proficiency in English is, better could've been the adjustment of Brazilian SIEs in Ireland. The results showed that it was correct to assume that this sample studied showed that the ability to speak the host country language does have an impact on the participants adjustment when it comes to interactions and work, showing that higher proficiency in English could somehow have a positive impact with adjustment.

Naturally between the three factors, interaction and work would be the ones in most need of verbal exchanges. According to the literature the comprehension of the host country language has been shown to be important for expatriate adjustment. When the individual learns a foreign language to a fluency level they learn more vocabulary and grammar, but also acquire cultural aspects of how that language is used. Language can also be seen as a crucial factor to understand a foreign culture (Izakovic and Whitman, 2013). Diversity in nationality also means language differences; it is observed that the ability to speak proficiently the host country language can be helpful to break the cultural differences (Prendergast, 2016). The population studied for these results is composed of 69 out of 85 respondents living in Ireland

for over 2 years, which alone could have contributed and/or influenced somehow on their adjustment. This further analysis will be discussed on the following chapter.

Does the level of adjustment have any impact on the SIE intentions to stay in the organization? This is one of the questions asked. According to Biemann and Anderson (2009) SIEs have higher intentions to move organizations and have bigger impulses regarding changing jobs. SIEs are seen as people seeking a global employment path and international mobile individuals (Holtbrugge, 2020; Fu *et al.*, 2017; Guo and Ariss, 2015; Isakovic and Whitman, 2013; Biemann and Andresen, 2010). Therefore it was important to investigate their intentions to remain in the organization and/or return to Brazil and if that could somehow be related to adjustment.

The intention to stay in the organization related to the work factor in the adjustment variable was tested and according to the ANOVA test performed the p value was below 0.050 meaning that there is a significant statistical difference to be investigated. Following up ANOVA, post-hoc test and LSD tests (table 7) were performed and the results indicated that respondents who were considering staying in the organization and the ones indecisive existed a significant difference between both (p = 0.014) relating to adjustment at work. According to the literature turnover or intention to turnover are related to the individual's intentions to leave or stay and represents that person's affective connection to the job. In Black and Stephen's (1989) research they argue that individuals usually want to reduce the source of negative effect and maintain positive ones.

Table 7: *Least Significant Difference (LSD) for intention to stay related to work factors*

Intention to stay in the organization	p
Work Factor	
Yes and Indecisive	0.014

The test performed and results acquired (table 7) showed that a possible intention to turnover could be related to low adjustment when it comes to the work factor. As previously mentioned before, the literature expects the SIEs to be moving organizations and/or countries quite often (Holtbrugge, 2020; Fu *et al.*, 2017; Guo and Ariss, 2015; Isakovic and Whitman, 2013; Biemann and Andresen, 2010), although our results do not really answer that statement, it was observed that the majority of the respondents (55.3%) have the intention to

remain and an even bigger amount have no intention to return to Brazil (82.4%). That opens up another investigation about the reasons behind their intentions to stay not only in the organization but remaining as SIEs. Would they rather remain in Ireland in different circumstances regarding COVID-19 pandemic? Further discussion will be developed in the following chapter.

5.4 Key findings - Diversity Management Overview

This section of the chapter aims to cover the question: Has diversity management practices been used with Brazilian SIEs and which DM practices this group of professionals would like to see present in their workplace? And the objective 4 and 5 of this study: Revise how HR diversity management practices have been dealing with this workforce by asking which practices have the respondents participated in or were offered; and Collect possible practices the respondents would like to see from the HR in their organization by giving a multiple choice question with integration and diversity procedures.

According to the results the vast majority of the participants have never participated in any Diversity Management practice in their organization reporting 81.1% having answered "No" to the question: "Have you participated in any kind of integration/diversity practice in your organization?", while only 18.8% answered "Yes". Those who answered positively were asked if they could describe which practices they have participated in, answers varied such as: "Multicultural team", "leadership trainings", "training program", "buddy program and diversity committee", "hanging out with colleagues", "company general celebrations", "social events", "Inclusio App", "multicultural breakfast".

Another DM question was: "Which HR practices would you like to see, participate in and believe could be beneficial for integration and/or diversity in your organization?"

Figure 1: *Diversity Management practices percentage answers*
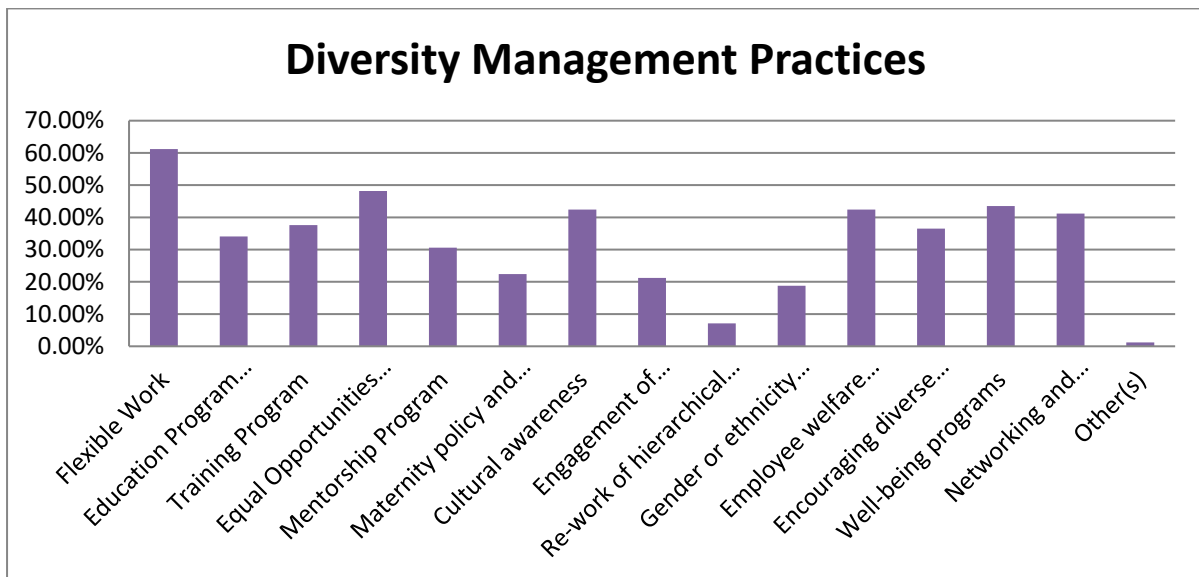
It is possible to observe that the respondents mainly seek flexible work (52 respondents), other important practices that ware pointed as beneficial for integration and diversity was: equal opportunities, cultural awareness, employee welfare, well-being programs and networking with over 40% of the responses (figure 1). Although many respondents seek different practices in their workplace, the vast majority of the respondents with 81.2% haven't experienced any DM practice in their workplace.

5.5 Conclusion

This chapter had the intention to briefly go through the key findings of this study and an overall analysis before going into a more in depth discussion. It was possible to observe that some results such as English proficiency variable matched what was seen in the literature review, although the previous overseas experience variable was different from what was expected. It is important to take into consideration the limitations of this study and compare to what was seen in the literature and what was achieved in this study. All that will be explored in the next chapter.

7. Discussion

7.1 Introduction

This chapter will use the literature review and the research question to present a critical assessment of the study done and the key findings presented previously. This section has the aim to elaborate the insights of the author on the research topic taking into consideration what was achieved so far and what can be done in the future.

Following up the implications and limitations of the research will be discussed to give a bigger scope to the reader on what was accomplished so far.

7.2 Research Question Revisited

The core research question done for this study was: Related to Brazilian self-initiated expatriates in Ireland. Can this particular group's adjustment be influenced by previous foreign living experience and language fluency? And/or have an impact on retention? This question was broke down into 6 relevant questions, and this chapter will use them to structure the discussion and implications of each of them.

7.2.1 Does English proficiency level have an impact with SIEs adjustment? / Does the level of adjustment have any impact on the SIE intentions to stay in the organization?

The key findings related to this question indicated that adjustment does have a relationship with some of these variables, but mainly with language fluency and retention. With that said, it is important to reiterate that adjustment is fragmented between 3 main factors such as: general, interaction and work. According to what was found, English fluency had an impact on adjustment related to interaction with three particular groups (proficiency, advanced and upper-intermediate). The same groups of variables showed significant impact to adjustment related to work. Another answer to the question was related to intention to stay in the organization and was presented as having impact to the factor work.

Taking into consideration what was found, it is possible to understand that good ability with the host country language, this one being English, facilitate adjustment related to interaction and work. This result was similar to what Fu *et al* (2017) found in their research: organizations that provide practices of socialization help SIEs become more integrate to the work and colleague also impacting on the learning curve. According to Prendergast (2016) results on a qualitative research about training and developing non-Irish workers showed that language is on the biggest barriers.

In this study it was seen that adjustment has a positive relationship with English proficiency among the respondents, it showed the importance to provide support for the SIEs in this regard. High English proficiency is expected to be employed in the majority of the jobs in Ireland, although many jobs do not require many interactions, employers still continue to hire migrants (CSO, 2016) but believe that the responsibility for the education and training is solely on the migrant themselves (Prendergast, 2016). Investing in English education could help develop existing employees. According to the results in this study the average education level of the Brazilians is between bachelor's degree (48.2%) and masters (31.8). The vast majority of the respondents hold the highest level of English proficiency (54.1%) but many others don't, having English training as a possibility in the organization could help with integration and better adjustment.

The intention to remain in the organization also proved to have a strong relationship with adjustment related to work. By reviewing the literature it was common to see SIEs being classified as international professionals that do not settle long tern in a single place, with high organizational mobility (Biemann and Anderson, 2009), although in this particular research it was found that the more the individual is adjusted to work environment, the more they feel like staying in that organization. Turnover or intention to turnover are related to the individual's intentions to leave or stay and represents that person's affective connection to the job. In Black and Stephen's (1989) research they argue that individuals usually want to reduce the source of negative effect and maintain positive ones. The question that remains is: what can be done to help these SIEs to adjust in the organization and reduce turnover among this group?

The contribution of this study can be explored by understanding the relationship between the language ability and adjustment with interactions and work. This opens the possibility for future training in organizations in order to integrate better the SIEs. Another practical learning from the results is the possible retention that could be impacted through adjustment. With that said the author believes the issue brings up the opportunity for HRM to implement practices of DM that facilitate adjustment for this group of migrants.

7.2.2 Has diversity management practices been used with Brazilian SIEs and which DM practices this group of professionals would like to see present in their workplace?

It was also understood from the key findings that higher intentions to stay in the present organization is attached to bigger levels of adjustment. Considering the results it is possible

to believe that the process of adjustment can have an impact on the organization retention of SIEs. Dealing with different groups in the company is one of the core jobs of DM, focusing on making the environment more inclusive (Hanappi-Egger, 2012). Although DM could be an impacting factor, it was not studied if the adjustment of the respondents was facilitated through DM, but only 18.8% have participated in any DM practice in their organization.

The two highest practices requested by the respondents were "flexible work" and "equal opportunities". The demographic of this group shows up the majority of proficiency and advanced English speakers, with over 2 years living in Ireland. The intention to remain in the organization would need to be investigated thoroughly to understand the reasons behind it, especially when the vast majority (82.4%) don't want to return to Brazil. What could possibly be the reasons behind their decision to stay in the organization while living under the COVID-19 pandemic. Although it was a fact that intentions to stay had a positive relationship with adjustment in this study it leads us to think how HR can facilitate the adjustment of possibly SIE newcomers in Ireland. SIEs differently from OEs does not receive any pre-departure training on cultural adjustment (Black *et al*, 1991) and majority of them are hired by host national companies under contracts (Izakovic and Whitman, 2013). Without a parent corporation to help this process, SIEs lack the familiarity with company procedures and practices (Fu *et al*, 2017) on top of the stress of a newly arrived migrant with housing and the uncertainty of long term employment (Lundberg, 2020), and for some language is still a barrier.

This study did not evaluate the correlation between adjustment and the participation in DM practices. According to the results gathered the group of respondents see themselves on average very adjusted to more of less adjusted overall. On the counterpart they have not participated in many DM practices in the organization. The lack of implementation and developing towards DM has been pointed out by Prendergast (2016) saying that even though Irish organizations keep on employing non-Irish workers, they not necessarily know how to integrate this group. It would be recommended a more specific research on SIEs adjustment newcomers in Ireland and its relationship with DM practices to analyse if it can be effectively helpful.

7.2.3 Does previous living experience in a foreign country have any impact with the present adjustment? / Does the level of adjustment have any impact on the SIE intentions to or return to Brazil?

This study provided some insight about the differences in the researches reviewed previously. According to Isakovic and Whitman's research (2013) it is very common for SIEs to have previous foreign living experiences compared to OEs, although among the respondents it was found that only 28.2% had any living experience in a foreign country previously to Ireland and still this was not a big factor when it came to adjustment in this study. Black *et al* (1991) mentioned that previous experience would not necessarily be related to the overall adjustment but would have a significant impact to work. In this particular research that statement was not consolidated by the results, although it is important to take in consideration that the vast majority of the respondents have been living in Ireland for over 2 years and the adaptation of the first years could've impacted somehow the respondents' assessment of their own adjustment in the present day. The fact this study was not a longitudinal, or aimed on newly arrived Brazilians could have limited the scope of this particular analysis.

According to Biemann and Anderson's (2009) research it was found that SIEs have bigger mobility among organizations, and bigger intentions to change corporations, although the results gathered showed that more than half with 55.3% of the respondents have the intention to remain in their current organization, and 24.7% are indecisive. It is important to take into consideration that in 2021 the population is still living under the COVID-19 pandemic and that alone could have impacted on the respondents' decision considering that job uncertainty was a reality. Adding to this reality Brazil was facing a very complicated moment: COVID-19 was spreading fast in the country and the President Jair Bolsonaro taking a negationist stance, which made the pandemic become out of control (Moraes, Mariano, and Dias, 2021). Brazil became the second highest rate in deaths during the pandemic with over half a million people having died from the disease, only following behind USA, the deaths remained above 2,000 per day according to Financial Times (2021). It is still unsure how the pandemic affected the population emotionally at the present moment, but this needs to be heavily considered when reading from the results that 70 out of 85 do not have the intention to return, and 8 are still indecisive. A deeper investigation on motives to stay could have helped understand and filter better this variable.

7.3 Limitations

Based on Ravenstein's migration theory (1885) one of the main reasons people migrate is to seek better economy opportunities, knowing that Ireland has become a growing economy (Prendergast, 2009) and a popular destination for migration (CSO, 2016) an interesting investigation for future research would be the reasons migrants choose Ireland. Exploring if it is indeed for the economy and the reasons why they decide to stay. According to the results achieved in this study 82% of the respondents do not intend to return to Brazil. This information does answer if they intend to stay in Ireland, instead the vast majority of the respondents intend to remain as self-initiated expatriates. The reason the respondents don't have the goal to return didn't present in the results as related to adjustment.

Taking into consideration the economic and political struggles situated in Brazil, that alone could be a bigger factor among them all preventing the respondents to see themselves returning to their homeland. The push-pull theory would play a big role in this decision as drivers such as: worse turns in human rights, downturn of business would push people away from their home country while societal improvement and employment and educational opportunities would pull them to a foreign country (Van Hear *et al*, 2018). Therefore a bigger investigation on why Ireland, and why staying in Ireland should be considered for future research to give a bigger scope on the reasons behind this particular group has been growing in Ireland so far (CSO, 2016).

Another important limitation that was observed after the results was the focus on the sample. The author believes that focusing on Brazilian SIEs that have been living in Ireland less than 2 years could've given the research another point of view about adjustment. The group studied had its majority of respondents living in Ireland more than two years and see themselves averagely well adjustment, but the question remains on how this adjustment occurred at the beginning. A qualitative research also could've helped investigating on the quality of the present adjustment of the respondents and possibly explore how was the process from the start to the present, to finally feel adjusted in a foreign country.

The aim of this research was to understand the adjustment of Brazilians SIEs in Ireland, breaking into three aspects such as general living conditions, workplace and interactions with host nationals. The study has also the core objective to analyse how this adjustment related to previous experience in a foreign country, the respondents intentions to stay in Ireland or return to Brazil and their proficiency in English. The author believes that even taking in

consideration the limitations of the research, the objectives and answers to the main question was still achieved, linking to how HR and DM practices could have an impact to this group of people.

Future research should possibly aim on a longitudinal study, possibly to see how the adjustment of SIEs newcomers in Ireland happens and see the relationship to DM practices. Another important consideration would be to develop a full or partially qualitative research to explore how SIEs feel about their adjustment and what could be improved related to DM practices in their organizations.

7.4 Conclusion

This chapter expressed the author's critical analysis about its own research. It aimed on showing the limitations of the research and possible improvements for future ones. This section showed the analysis of the key findings and comparatives to previous research and how the data collected in this study can be compared to older ones. It concludes by stating that there was a relationship between adjustment and two of the variables: English proficiency and intentions to stay, although not all factors of adjustment were statistically significant, only interactions and work show up to be relevant.

In the next chapters the author will conclude the research with their considerations and further recommendations according to future research and practice focused. A personal learning statement will be added at the end.

8. Conclusion

During previous research it was observed that a lot of thought and research was put into OEs (Black and Stephens, 1989; Black, Mendenhall and Oddu, 1991; Qin and Baruch, 2010), developing the need to explore the SIEs behaviour in an organizational context. Such researches were done and many authors showed different opinions regarding this particular group of migrants. Some authors explored how the ability and access to the English language could've been a factor in the possible adjustment and adaptation of SIEs (Black *et al*, 1991; Prendergast, 2016; Lundberg, 2020). Other authors believed that previous living experience in a foreign country could have an impact on adjustment, it was also expected from SIEs to have more previous experience than OEs (Black *et al*, 1991; Isakovic and Whitman 2013). Therefore the author decided to investigate adjustment regarding English proficiency and previous experience, observing if those factors could be applied to the chosen sample group.

This piece of work also aimed on investigating the possible retention SIEs could have to the organization, also respondents' intentions to return to their national country, and if that could have any relationship to adjustment. Authors mentioned that SIEs is a group that has a big mobility between organizations, with a boundaryless career (Biemann and Anderson, 2009), said that an investigation on whether this was applied to the sample group or not presented as an important factor.

According to CSO (2016), 535,475 non-Irish nationals were reported to be living in Ireland. Eurostat (2021) announced 57,939 new non-EU individuals in Ireland in 2021. One of the biggest groups of migrants living in Ireland is Brazilian, representing 13,640 with over 50% of this population working (CSO, 2016). To address the shortage of studies in the SIEs subject, and the gap in literature regarding Brazilians: Brazilian SIEs was the sample group chosen for this particular study. Taking into consideration the previous readings done, the main purpose of this research was to understand and explore the adjustment of Brazilians self-initiated expatriates in Ireland, more specifically how they understand themselves adjusted to the general aspects of living in Ireland, their adjustment to the workplace, and their interactions with host nationals. The study had also the objective to evaluate the relationship between adjustment and variables such as intentions to stay in the organization, return to Brazil, proficiency of the English language and previous experience. Therefore clarifying how HRM can help integrate and retain this workforce group through Diversity Management practices.

In order to achieve this core objective a quantitative research method was used, utilizing an adjustment scale created by Black and Stephen (1989). 87 people were surveyed, with only 85 meeting the criteria of being Brazilian SIEs living in Ireland. The studies completed by Black and Stephen (1989) and by Isakovic and Whitman (2013) were big pillars for the development of this thesis. It also inspired the objectives and methodology used. All the objectives were met during the research and they can be further explored at the findings and discussion chapters, the key implications and recommendations will be presented further on.

The results showed that adjustment have a relationship with English proficiency level and intentions to remain in the organization. Taking into consideration that adjustment was segmented among 3 factors such as: general living aspects, interactions with host nationals, and work; it was found that general living as a factor did not have any relationship with any of the variables studied.

The English proficiency level hypothesis test revealed that interaction and work factors had a significant relationship with the respondents' proficiency level. Host country language proficiency was somehow expected to be related to adjustment. Language is an important tool for communication and socialization, it was found by previous research that socialization does impact on SIEs integration (Fu *et al*, 2017) and is still considered a big barrier (Prendergast, 2016). Another key result was the work factor and the variable intention to remain in the organization had a significant relationship between each other. This result is relevant to elaborate retention of Brazilian SIEs in Irish organizations, individuals tend to reduce the source of negative effects and seek positive ones (Black and Stephen, 1989), therefore organizations that facilitate the adjustment of SIEs employees potentially have a higher chance to retain them. The majority of the respondents hold a bachelor's degree (48.2%) or a master's (31.8%) and can be considered high skilled professionals and organizations would only benefit from them.

During the analysis it was observed on average a large part of the respondents considered them adjusted related to all the factors with the majority of the answers between "strongly adapted/adjusted" and "more or less adapted/adjusted". Considering that 69 out of 85 respondents have been living in Ireland for over 2 years, was not a surprise that they felt this way. Although it was not expected to find that vast majority of them (81.2%) have never participated in any DM practice in their organization. This result opens up the possibility for further investigation on how the process of adjustment was. Another way to fill this gap is to

target a group of people living in Ireland with less than 2 years and investigate their levels of adjustment.

8.1 Recommendations

8.1.2 Human Resources Recommendations

According to what was found in this research it is recommended that there should be more investment in English training programs and development of Diversity Management practices. It was observed that English proficiency showed to have a positive relationship with adjustment and it would be advised to support the learning process in the Irish corporations. According to the demographic results, Brazilians tend to hold higher degree of education and could be a great asset for organizations provided they are integrated. This study contributed for insights related to possible retention of adjusted Brazilian SIEs; therefore it is recommended that HR would extend their attention to facilitate this process in order to maintain the diverse workforce. Some DM practices strongly suggested by the respondents were cultural awareness and networking.

In the academic field the author recommend that future researchers take into consideration the limitations of this study and explore Brazilian SIEs in the workplace context. It is important to give deeper thought on socialization and interactions and how these variables relate to adjustment, taking into consideration that English proficiency showed to be a relevant variable to adjustment, it would be interesting to see how individuals with lower proficiency would classify themselves.

There is the need to investigate the lack of DM practices in organizations and how this would impact in long term retention of Brazilians SIEs and possibly other diverse groups. Prendergast (2016) mentioned that Irish employers continue to hire non-Irish employees even though they are not so sure how to integrate this group of professionals. It was still a surprise to see DM practices were not being implemented in the majority of participants' workplace. A further investigation would provide a better understanding on how diversity groups are being developed in Irish organizations.

8.1.2.1 Practical plan (CIPD requirement)

The author would suggest a practical plan for a possible future implementation. According to the study completed and the results gathered, English proficiency has been shown to be strongly related to adjustment as mentioned before. Therefore it's believed that an English

training could greatly enhance the adjustment of Brazilian SIEs and possibly other non-English native speaker SIE.

The learning program would be implemented at an online platform giving access and flexibility for the employees to use when they feel free to do so. The goal would be to reduce insecurities with the language and open possibilities for non-English native speakers to socialize and express better. The program would focus firstly on group of employees that make use of English as one of their main tools for work.

In order to make it viable a survey would be given for around 30 days to evaluate the interest of the employees. Around 10 employees for 12 weeks would be enrolled in the program per year (table x).

Table 8: *Overall costs for an online English training program*

Overall costs:	
Hourly teacher fee	€60
Price per student per hour	€5
4 hours per week for 1 employee	€240
12 weeks for 1 employee	€2,880
4 hours per week for 10 employees	€2,400
12 weeks for 10 employees	€28,800

8.2.2 Governmental Recommendations

The Irish government has clear diversity strategy plans to cover and protect diversity groups in Ireland, policies against racism, principles of integration and many others, but as stated by the Migrant Integration Strategy (Department of Justice, n.d.) it is not an action planned and implemented alone by the Government Departments, it is also necessary actions public bodies, local communities and business corporations. The problematic with the Migrant Integration Strategy is that their time frame stopped in 2020 and there is the need for an updated version taking in consideration the needs of the community at the present date

8.2.3 Further Research Recommendations

This research was aimed at a specific group and had it targeted in a very broad way. With that said, any Brazilian SIE was able to access the questionnaire. It would be recommended for future research to specify the target group and possibly collect more answers for better generalization of the study. Unfortunately this research had a small group of respondents, addressing this issue in the future would greatly improve the results.

A qualitative research would open possibilities to investigate the quality of the adjustment studied; together with a longitudinal method it would be interesting to explore how the adjustment happened. This would be helpful for organizations to know what specific practices to use in order to facilitate SIEs adjustment. With that said, it is crucial that future researchers give the change to investigate adjustment within the workplace and possibly work together with the HR to see if DM practices are being used or not, and how this could affect the SIE employees during their adjustment journey. This research didn't have the availability of HR and see their point of view on this subject, being able to bring HR professionals and their point of view into the study would be very insightful.

.

9. Personal Learning Statement

I am a self-initiated expatriate myself and not a native English speaker. Writing this paper was one of the biggest challenges I've ever experiences to date. It had also brought many insights about my own personal development and professional learning experience. Changing career from Psychology to Human Resources and moving from Brazil to Ireland were difficult choices at the beginning, but writing this thesis made me realize I really enjoy it and the multiple opportunities I could use previous knowledge to my own advantage in HRM.

I could never thought I would be finishing a master's thesis during a global pandemic, and had to learn how to deal with a lockdown, different life experiences, fear and stress about a whole new life set-up for everyone and on top of that having to dedicate so much energy to the thesis writing. It was for sure a huge challenge that I won't forget anytime soon.

I have learnt that as a professional I need to be more flexible and open to the new challenges. Many things changed during this thesis, I started with one idea and had to adapt and change based on what was available. The COVID-19 outbreak made some things easier such as online resources, but others more complicated. The results and discussion about some of the topics in this study were extremely compromised because of the lockdown and this was very impactful on my dissertation.

There are definitely things I need to improve and learn more about but this experience opened my eyes for different possibilities on my own professional career and showed me how passionate I am about helping others to strive. I want to be part of workplace changes, help employees improve and be involved more in diversity management. This thesis made me understand which field in HRM I would like to see myself in the future.

10. References

Aleshkovski, I. A. (2016) 'International Migration, Globalization, and Development', *Value Inquiry Book Series*, 288, pp. 85–100. doi: 10.1163/9789004307841_008

Allen, M. (2017). '*The sage encyclopaedia of communication research methods*' (Vols. 1-4). Thousand Oaks, CA: SAGE Publications, Inc doi: 10.4135/9781483381411

Ariss, A A. and Crowley-Henry, M. (2013), "Self-initiated expatriation and migration in the management literature: Present theorizations and future research directions", *Career Development International*, Vol. 18 No. 1, pp. 78-96. https://ezproxy.ncirl.ie:2079/10.1108/13620431311305962

Armstrong, C. Flood, P.C. Guthrie, J.P. Liu, W. MacCurtain, S. and Mkamwa, T. (2010) 'The impact of diversity and equality management on firm performance: Beyond high performance work systems', *Human Resource Management*, vol. 49, no. 6, pp. 977–998. Available at: https://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=62425424&site=eds-live&scope=site [Accessed: 10 May 2021].

Biemann, T. and Andresen, M. (2010) 'Self-initiated foreign expatriate versus assigned expatriate', *Journal of Managerial Psychology*, 25(4), pp. 430-448. DOI: 10.1108/02683941011035313 [Accessed: 17 December 2020].

Black, J. S. And Stephens, G. K. (1989) 'The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments', *Journal of Management,* 15(4), p. 529. doi: 10.1177/014920638901500403. [Accessed: 18 December 2020].

Black, J. S., Mendenhall, M. and Oddou, G. (1991) 'Toward a Comprehensive Model of International Adjustment: An Integration of Multiple Theoretical Perspectives', *Academy of Management Review*, 16(2), pp. 291–317. doi: 10.5465/AMR.1991.4278938.

Bonache, J. and Festing, M. (2020) 'Research paradigms in international human resource management: An epistemological systematisation of the field', *German Journal of Human Resource Management*, 34(2), pp. 99–123. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edb&AN=142873326&site=eds-live&scope=site [Accessed: 17 July 2021].

Central Statistics Office (2016) *Census 2016 -Non-Irish Nationalities Living in Ireland.* https://www.cso.ie/en/releasesandpublications/ep/p-cpnin/cpnin/introduction/ [Accessed: 17 December 2020].

Charlotte Jonasson, Jakob Lauring and David S.A. Guttormsen (2018) 'Inclusive management in international organizations : How does it affect local and expatriate academics?', *Personnel Review*, 47(2), pp. 458–473. doi: 10.1108/PR-12-2015-0323.

Chen M (2019) 'The Impact of Expatriates' Cross-Cultural Adjustment on Work Stress and Job Involvement in the High-Tech Industry'. *Frontier in Psychology*. 10:2228. doi: 10.3389/fpsyg.2019.02228

Chen, Y. Y. Huaxia, R and Whinston, A. B. (2021) 'Tweet to the Top? Social Media Personal Branding and Career Outcomes', *MIS Quarterly*, 45(2), pp. 499–533. doi: 10.25300/MISQ/2021/14617.

Chen, Y.-H. and Keng, C.-J. (2019) 'Utilizing the Push-Pull-Mooring-Habit framework to explore users' intention to switch from offline to online real-person English learning platform'*, Internet Research*, 29(1), pp. 167–193. doi: 10.1108/IntR-09-2017-0343.

Clipa, F. and Clipa, R. I. (2009) 'Cultural Diversity and Human Resource Management in Multinational Companies', *CES Working Papers*, 1(1), pp. 10–16. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsdoj&AN=edsdoj.2a5797e4f4e64943be9bedfbd4c3e792&site=eds-live&scope=site [Accessed: 28 October 2020].

Das, R (2018) "Diversity management as a strategic human resource agenda: critique and roadmap", *Strategic HR Review*, DOI: 10.1108/SHR-10-2018-0084

Department of Justice (2020) *Immigration schemes & programme*. Available at: http://www.inis.gov.ie/en/INIS/Pages/immigration-permissions [Accessed: 7 May 2021]

Department of Justice (n.d.) '*The Migrant Integration Strategy: a blueprint of the future'* Available at: http://www.justice.ie/en/JELR/Migrant_Integration_Strategy_English.pdf/Files/Migrant_Integration_Strategy_English.pdf [Accessed: 7 May 2021].

Financial Times (2021) 'Worst drought in a century hits Brazil as it fights to overcome Covid', 19 June. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsfit&AN=edsfit.958e313a.c474.4b0a.80c5.2679ee4bb307&site=eds-live&scope=site [Accessed: 3 August 2021].

Fu, C. Hsu, Y. Shaffer, M. A. and Ren, H. (2017) 'A Longitudinal investigation of sel-initiated expatriate organizational socialization' *Personnel Review*, vol 46 no. 2, pp. 182-204. DOI: 10.1108/PR-05-2015-0149

Ganji, S. F. G. Rahimnia, F. Ahanchian, M. R. A. Syed, J. (2021) 'Analyzing the Impact of Diversity Management on Innovative Behaviors Through Employee Engagement and

Affective Commitment', *Iranian Journal of Management Studies*, 14(3), pp. 649–667. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=150864341&site=eds-live&scope=site [Accessed: 24 June 2021].

Guo, C., Ariss, A. A. (2015) 'Human resource management of international migrants: current theories and future research' *The International Journal of Human Resource Management,* 26(10), pp. 1287-1297. http://dx.doi.org/10.1080/09585192.2015.1011844

Hanappi-Egger, E. (2012) '"Shall I stay or shall I go"? : On the role of diversity management for women's retention in SET professions'*, Equality, Diversity and Inclusion: An International Journal*, 31(2), pp. 144–157. doi: 10.1108/02610151211202790.

Haslberger, A. and Brewster, C. (2009) 'Capital gains: expatriate adjustment and the psychological contract in international careers', *Human Resource Management*, 48(3), pp. 379–397. doi: 10.1002/hrm.20286.

Holtbrügge, D. (2021), 'Expatriates at the base-of-the-pyramid. Precarious employment or fortune in a foreign land?', *Journal of Global Mobility*, Vol. 9 No. 1, pp. 44-64. Available at: https://ezproxy.ncirl.ie:2079/10.1108/JGM-08-2020-0055Ð_ [Accessed: 1 May 2021]

Ireland. *Employment Equality Act, 1998*. No 21. Irish Statute Book. Available at: http://www.irishstatutebook.ie/eli/1998/act/21/enacted/en/pdf [Accessed: 7 May 2021].

Ireland. *Equality Act, 2004*. No 24. Irish Statute Book. Available at: http://www.irishstatutebook.ie/eli/2004/act/24/enacted/en/pdf [Accessed: 7 May 2021].

Irish Independent (Ireland) (2016) 'Irish people most upbeat about EU's future - but immigration is a concern', 23 December. Available at: https://www.independent.ie/business/brexit/irish-people-most-upbeat-about-eus-future-but-immigration-is-a-concern-35316308.html (Accessed: 7 January 2021).

Isakovic, A. A. and Whitman, M. F. (2013) 'Self-initiated expatriate adjustment in the United Arab Emirates: a study of academics', *Journal of Global Mobility*, 1(2), pp. 161-186. DOI: 10.1108/JGM-09-2012-0011 [Accessed: 17 December 2020].

Khrais, L. T., Shidwan O. S., Alafandi A., and Alsaeed, N. Y (2021) 'Studying the Effects of Human Resource Information System on Corporate Performance', *Ilkogretim Online*, 20(3), pp. 316–325. doi: 10.17051/ilkonline.2021.03.31.

Kraak, J. M. Altman, Y. A. and Laguecir, A. (2018) 'Psychological contract meets cultural theory: a story of self-initiated expatriate', *International Studies of Management & Organization*, 48: 386–402. DOI: 10.1080/00208825.2018.1504478 [Accessed: 17 December 2020].

Lee, E. S. (1966) 'A Theory of Migration' *Demography*, 3(1), 47. doi:10.2307/2060063

Liu Fan, Xiaoping Zhang, Laxmisha Rai and Yuanwei Du. (2021) 'Mobile Payment: The Next Frontier of Payment Systems? - An Empirical Study Based on Push-Pull-Mooring Framework', *Journal of Theoretical & Applied Electronic Commerce Research*, 16(2), pp. 155–169. doi: 10.4067/s0718-18762021000200112.

Lundberg, O. (2020) 'Defining and implementing social integration: a case study of school leaders' and practitioners' work with newly arrived im/migrant and refugee students' *International Journal of Qualitative Studies on Health and Well-being*, Vol. 15, 1783859. DOI:10.1080/17482631.2020.1783859

McGrath, B (2010) 'Social capital in community, family, and work lives of Brazilian migrant parents in Ireland', *Community, Work & Family*, 13(2), pp. 147-165. DOI: 10.1080/13668800903192168

Moon, B. (1995). 'Paradigms in migration research: Exploring 'moorings' as a schema', *Progress in Human Geography*, 19(4), 504–524. https://doi.org/10.1177/030913259501900404

Moraes, J., Mariano, S. R. H. and Dias, B. F. B. (2021) 'Education Systems' Response to COVID-19 in Brazil: Highlighting Social Inequalities', *International Studies in Educational Administration (Commonwealth Council for Educational Administration & Management (CCEAM))*, 49(1), pp. 50–58. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=eue&AN=148349143&site=eds-live&scope=site [Accessed: 3 August 2021].

Niehoff, B. P. and Maciocha, A. (2008) 'An Initial Exploration of the Cultural Adaptation and Motivations of Immigrant Workers in Ireland', *Irish Journal of Management*, 29(1), pp. 19–44. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=35992093&site=eds-live&scope=site [Accessed: 26 October 2020].`

Okolie, U. C. (2020) 'Effect of Diversity Management on Human Resource Management: Recruitment and Selection in Focus', *Annals of Spiru Haret University Economic Series*, 20(2), pp. 63–86. Available at: http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsdoj&AN=edsdoj.995aa293a14947fc82ec72e9adaba180&site=eds-live&scope=site [Accessed: 26 March 2021].

Palagolla, N. (2016) 'Exploring the Linkage between Philosophical Assumptions and Methodological Adaptations in Hrm Research', *Journal of Strategic Human Resource Management*, 5(1), pp. 10–15. doi: 10.21863/jshrm/2016.5.1.020.

Park, J. and Park, M. (2016) 'Qualitative versus Quantitative Research Methods: Discovery or Justification?', *Journal of Marketing Thought*, 3(1), pp. 1–7. doi: 10.15577/jmt.2016.03.01.1.

Prendergast, M, W. (2009) '*Newcomers to Ireland : an evaluation of the challenges facing Irish organisations in the management of their multicultural workforces in terms of training and development*'. Ph.D. thesis. UK: University of Leicester. Available at: https://search.ebscohost.com/login.aspx?direct=true&db=edsble&AN=edsble.530537&site=eds-live&scope=site [Accessed: 5 April 2021].

Prendergast, M. (2016) 'Training and developing non-Irish workers: The perspectives of interested stakeholders' *European Journal of Training and Development*, Vol. 40 No 6, pp 446-467. DOI 10.1108/EJTD-12-2014-0080

Prendergast, M. (2016) 'Training and developing non-Irish workers: The perspectives of interested stakeholders' *European Journal of Training and Development*, Vol. 40 No 6, pp 446-467. DOI 10.1108/EJTD-12-2014-0080

Qin, C. and Baruch, Y. (2010) 'The impact of cross cultural training for expatriates in a Chinese firm', *Career Development International*, 15(3), pp. 296-318. DOI: 10.1108/13620431011053758

Ravenstein, E. G. (1885) 'The Laws of Migration', *Journal of the Statistical Society of London*, 48(2), 167. doi:10.2307/2979181

Rees, P. and Lomax, N. (2019) 'Ravenstein Revisited: The Analysis of Migration, Then and Now', *Comparative Population Studies*, 44. Available at: https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsdoj&AN=edsdoj.b38f05e9d7e84f6b9d159f45b9ddfb58&site=eds-live&scope=site [Accessed: 7 May 2021].

Salkind, N. J. (2007). '*Encyclopaedia of measurement and* statistics' (Vols. 1-0). Thousand Oaks, CA: Sage Publications, Inc. doi: 10.4135/9781412952644

Saunders, M, N, K. Lewis, P. Thornhill A. (2019) '*Research Methods for Business Students*' Pearson Education, 8th ed, 822p. Available at: https://www.vlebooks.com/Vleweb/Product/Index/1367843?page=0 [Accessed: 20 June 2021]

Sedlov, A. (2019) 'The Imperatives of Labor Immigration to Russia: Flows from the West and the East in the Context of the Laws of Migration', *Sociological Research*, 58(1/2), pp. 20–39. doi: 10.1080/10610154.2019.1688995.

Sheridan, A. (2020) 'Annual report on migration and asylum 2019: Ireland' *Economic & Social Research Institute*. Available at: https://doi.org/10.26504/sustat102 [Accessed: 5 April 2021]

Sippola, A. and Smale, A. (2007) 'The global integration of diversity management: a longitudinal case study', *International Journal of Human Resource Management*, 18(11), pp. 1895–1916. doi: 10.1080/09585190701638101

Takeuchi, R., Yun, S. and Tesluk, P. E. (2002) 'An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes' *Journal of Applied Psychology*, 87(4), pp. 655–666. DOI: 10.1037//0021-9010.87.4.655

Tharmaseelan, N., Inkson, K. and Carr, C. S. (2010) 'Migration and career success: testing a time-sequenced model', *Career Development International*, 15(3), pp. 218–238. doi: 10.1108/13620431011053712

Van Hear, N., Bakewell, O. and Long, K. (2018) 'Push-pull plus: reconsidering the drivers of migration', *Journal of Ethnic & Migration Studies*, 44(6), pp. 927–944. doi: 10.1080/1369183X.2017.1384135.

Wang, C. Y.-P., Lien, M.-C., Jaw, B.-S., Wang, C.-Y., Yeh, Y.-S., & Kung, S.-H. (2019) 'Interrelationship of expatriate employees' personality, cultural intelligence, cross-cultural adjustment, and entrepreneurship', *Social Behavior & Personality: an international journal*, 47(12), pp. 1–16. doi: 10.2224/sbp.8341.

Wang, M. and Takeuchi, R. (2007) 'The role of goal orientation during expatriation: A cross-sectional and longitudinal investigation', *Journal of Applied Psychology*, 92(5), pp. 1437–1445. doi: 10.1037/0021-9010.92.5.1437.

Zhang, Y, Xu, S, Zhang, L & Yang, M (2021) 'Big data and human resource management research: An integrative review and new directions for future research', *Journal of Business Research*, 133, pp. 34–50. doi: 10.1016/j.jbusres.2021.04.019.

Appendix A

Questionnaire:

Section A – Demographics

1 - Are you Brazilian?

2 – Age?

3 - Gender?

4 - What is your education level?

      Leave Certificate

      Professional Certificate

      Bachelor's Degree

      Master's Degree

      PhD Degree

5 - How long have you been living in Ireland?

6 - Have you live in another foreign country before Ireland?

7 - If yes, how many foreign countries have you lived in before?

8 - Did you have any work experience in the past country/countries?

9 - How would you consider your level of English?

      Beginner (Can understand and use familiar expressions)

      Elementary English (Can understand sentences and frequently used expressions)

      Intermediate English (Can understand the main points of clear standard input on familiar matters)

      Upper-Intermediate (Can understand the main ideas of complex text on both concrete and abstract topics)

      Advanced English (Can understand a wide range of demanding, longer texts, and recognise implicit meaning)

      Proficiency (Can understand with ease virtually everything heard or read)

10 - Are you working at the moment?

11 - Do you have the intention to stay in the organization you are in the moment?

12 - Do you have the intention to return to your home country within a year?

Section B – Black and Stephen's (1989) questionnaire about adjustment

13 - Please answer the questions based on how adapted or not adapted you are to the following:

Living conditions in general

Housing conditions in general

Food

Shopping

Cost of living

Entertainment/recreational facilities and opportunities

Health care facilities

Socializing with host nationals

Interacting with host nationals on a day-to-day basis

Interacting with host nationals outside of work

Speaking with host nationals

Specific job responsibilities

Performance standards and expectations

Supervisory responsibilities

Section C – Human Resources

14 - Have you participated in any kind of integration/diversity practice in your organization?

15 - If yes, please tell us which practice it was

16 - Which HR practices would you like to see, participate in and believe could be beneficial for integration and/or diversity in your organization?

Flexible Work

Education Program (internship or scholarship)

Training Program

Equal Opportunities Policies

Mentorship Program

Maternity policy and child care provision

Cultural awareness

Engagement of employees' family (Open Day, Family Visit Day)

Re-work of hierarchical status

Gender or ethnicity ratio in the workforce and board level

Employee welfare (canteen, transport, social club)

Encouraging diverse thinking

Well-being programs

Networking and socializing programs

Other(s)

17 - If other, would you mind sharing with us?

Appendix B

Descriptive findings – Data sample
Objective 1 - Collect demographic information of Brazilian workforce in Ireland.

Table 9: *Demographic of the participants*

Variables		n	%
	Male	33	38.8
Gender	Female	51	60
	Non-binary	1	1.2
	20 years up to 29 years	27	31.8
Age	30 years up to 39 years	54	63.5
	40 years up to 49 years	3	3.6
	Leave Certificate	8	9.4
	Professional Certificate	9	10.6
Education level	Bachelor's Degree	41	48.2
	Master's Degree	27	31.8
	PhD Degree	-	-
	Less than 6 months	-	-
Time living in Ireland	1 to 2 years	16	18.8
	2 to 5 years	38	44.7
	Over 3 years	31	36.5
Previous overseas experience	Yes	24	28.2
	No	61	71.8
	Beginner	1	1.2
	Elementary English	-	-
English proficiency	Intermediate English	6	7.1
	Upper-Intermediate	6	7.1
	Advanced English	26	30.6
	Proficiency	46	54.1
Participants working	Yes	80	94.1
	No	5	5.9
	Yes	47	55.3
Intention to stay in the organization	No	17	20
	Indecisive	21	24.7
	Yes	7	8.2
Intention to return to Brazil within a year	No	70	82.4
	Indecisive	8	9.4

Objective 2 - Identify the Brazilians' English proficiency, past foreign country living experiences previously to Ireland and their intention to stay within the organization and/or Ireland.

Objective 3 - Explore what is the level of adjustment of Brazilians SIE in Ireland by using Black and Stephen's (1989) scale of adjustment, the scale measures adjustment at work, general and the interactions of the respondents.

What is the Brazilians SIEs level of adjustment with in a general aspect, such as: living and housing conditions, food, shopping, cost of living, recreation facilities and health care? What is the Brazilian SIEs level of adjustment when comes to interacting with host nationals? What is the Brazilians SIEs level of adjustment in the Irish workplace? Those were questions done for this study to understand how this group of people surveyed see themselves adjusted to Ireland within the three factors: general, interactions and work.

The concentrated values across the board from the three factors were overall between "strongly adapted/adjusted" and "more or less adapted/adjusted" (figure 2, 3 and 4)
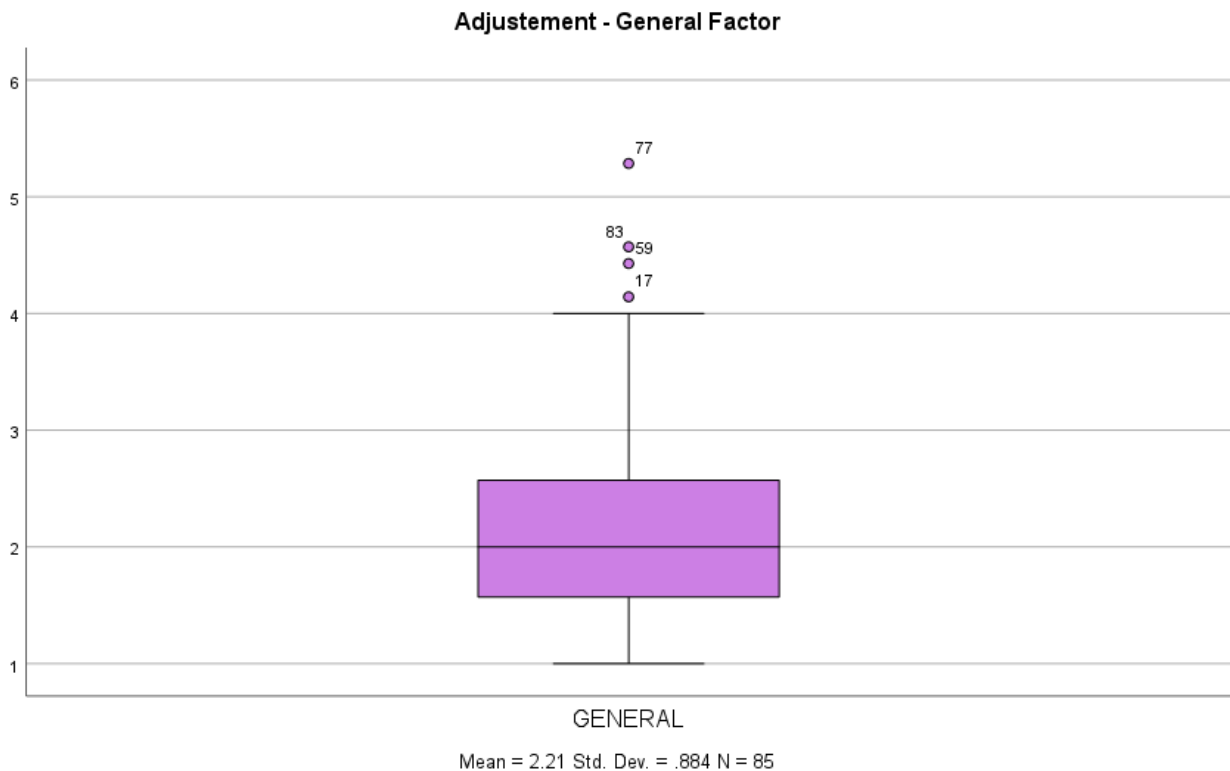
Figure 2: *Average of answers on general factor*

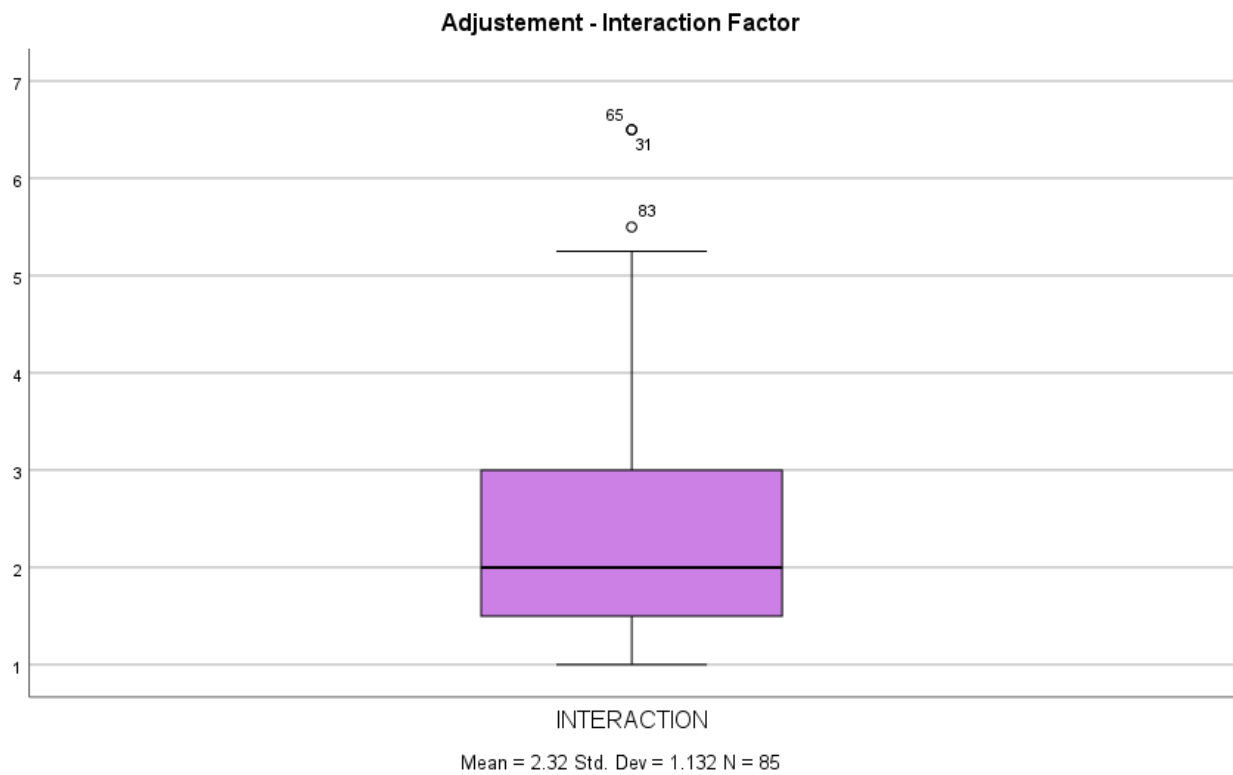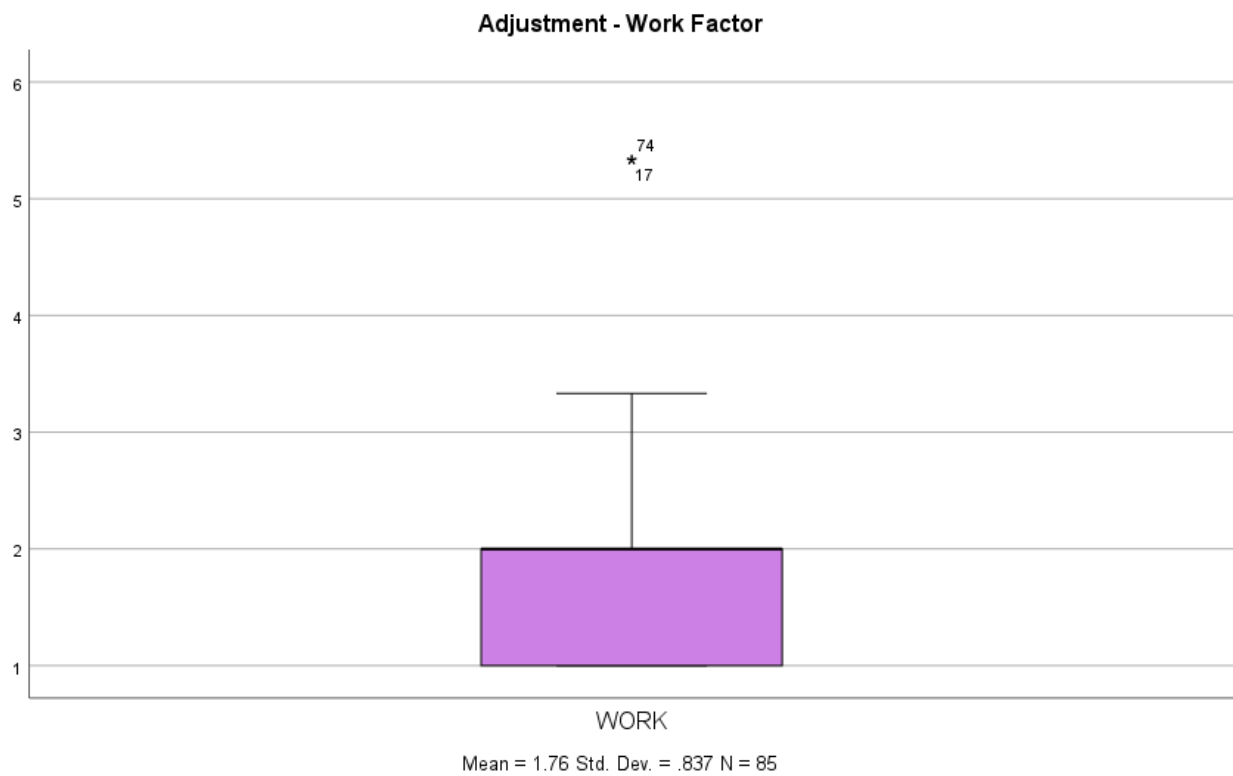Figure 3: *Average of answers on interaction factor*

Adjustement - Interaction Factor

Mean = 2.32 Std. Dev = 1.132 N = 85

Figure 4: *Average of answers on work factor*

Adjustment - Work Factor

Mean = 1.76 Std. Dev. = .837 N = 85

Hypotheses Tests

Objective 6 - Identify if any correlation between adjustment and intentions to stay, fluency in English and precious overseas experience using the data from Black and Stephen's (1989) scale of adjustment.

1. Does previous living experience in a foreign country have any impact with the present adjustment?

General factor – Previous living experience foreign country:

For this particular hypothesis an independent samples T-Test was performed to determinate if there were any differences in the impact of previous living experience compare to the present adjustment in general. The results of the independent samples T-TES indicated that was no evidence that suggested previous life experience in other countries (M = 2.25, SD = 0.71) affected adjustment over who does not had any experience in other countries previous to Ireland (M = 2.19, SD = 0.121), t = 0.313, df = 55.92, p = 0.755.

Interaction factor - Previous living experience foreign country:

Regarding interaction an independent samples T-Test was performed to determinate if there were any differences in the impact of previous living experience compare to the present adjustment regarding interactions. The results of the independent samples T-TES indicated that was no evidence that suggested previous life experience in other countries (M = 2.21, SD = 1.05) affected interaction adjustment over who does not had any experience in other countries previous to Ireland (M = 2.36, SD = 1.29), t = 0.352, df = 83, p = 0.635.

Work factor - Previous living experience foreign country:

An independent samples T-Test was performed to determinate if there were any differences in the impact of previous living experience compare to the present adjustment in relation to work. The results of the independent samples T-TEST indicated that was no evidence that suggested previous life experience in other countries (M =1.83, SD = 1.04) affected adjustment over who does not had any experience in other countries previous to Ireland (M = 1.73, SD = 0.74), t = 0.472, df = 83, p = 0.638.

2. Does the level of adjustment have any impact on the SIE intentions to stay in the organization and the desire to either stay or return to Brazil?

General factor – Intentions to stay in the organization:

For this particular hypothesis an analysis of variance was done to determinate if there were any differences between the intentions to stay (yes, no or indecisive) in the organization compare to the adjustment. The results of the ANOVA test indicated that was no evidence that suggested that intentions to stay in the organization (M =2.10, SD = 0.73) affected adjustment over who does not have intention to remain in the company (M = 2.22, SD = 1.08) or are indecisive (M = 2.45, SD = 1). $F(2, 82) = 1.182$, $p = 0.638$.

Interaction factor – Intentions to stay in the organization:

When compared to adjustment in relation to interaction the results of the ANOVA test indicated that was no evidence that suggested that intentions to stay in the organization (M =1.09, SD = 0.15) affected adjustment over who does not have intention to remain in the company (M = 1.71, SD = 0.41) or are indecisive (M = 2.53, SD = 1.09). $F(2, 82) = 0.619$, $p = 0.541$.

Work factor – Intentions to stay in the organization:

Analysing the variable adjustment in relation to work the results of the ANOVA test showed that was an evidence that suggested that intentions to stay in the organization (M =1.54, SD = 0.56) affected adjustment over who does not have intention to remain in the company (M = 1.98, SD = 1.18) or are indecisive (M = 2.07, SD = 0.91). $F(2, 82) = 3.904$, $p = 0.024$. Once the p value is lower than .05, was performed a post-hoc test to determinate which group were different. The results of the Lest Significant difference test (LSD) indicated that respondents who are considering stay in the organization and the ones indecisive exist a significant difference between both (p = .014) relating to adjustment at work.

General factor – Return to Brazil:

For this hypothesis an analysis of variance was done to determinate if there were any differences between the intentions to stay (yes, no or maybe) in the organization compare to adjustment in general. The results of the ANOVA test indicated that was no evidence that suggested that intentions to return to Brazil (M =2.46, SD = 1.02) affected adjustment over

who does not have intention to return (M = 2.14, SD = 0.83) or are indecisive about it (M = 2.62, SD = 1.21). $F_{(2, 82)} = 1.411$, $p = 0.250$.

Interaction factor – Return to Brazil:

An analysis of variance was done to determinate if there were any differences between the intentions to stay (yes, no or maybe) in the organization compare to adjustment in general related to interactions. The results of the ANOVA test indicated that was no evidence that suggested that intentions to return to Brazil (M =2.78, SD = 0.58) affected adjustment over who does not have intention to return (M = 2.28, SD = 1.25) or are indecisive about it (M = 2.25, SD = 1.46). $F_{(2, 82)} = 0.540$, $p = 0.585$.

Work factor – Return to Brazil:

Related to adjustments at work an analysis of variance was done to determinate if there were any differences between the intentions to stay (yes, no or maybe) in the organization compare to adjustment in relation to work. The results of the ANOVA test indicated that was no evidence that suggested that intentions to return to Brazil (M =2, SD = 0.47) affected adjustment over who does not have intention to return (M = 1.73 SD = 0.87) or are indecisive about it (M = 1.79, SD = 0.73). $F_{(2, 82)} = 0.311$, $p = 0.734$.

3. Does proficiency level of English have an impact with SIEs adjustment?

General factor – Proficiency of English:

An analysis of variance was done to determinate if there were any differences between the levels of proficiency in English those being: beginner, intermediate, upper-Intermediate, advanced and proficiency (elemental English had no response) compare to adjustment in general. The results of the ANOVA test indicated that was no evidence that suggested that beginner (M =1.71, SD = - ; – only has 1 response), intermediate (M = 1.88, SD = 0.95), upper-Intermediate (M = 2.69, SD = 1.10), advanced (M = 2.32, SD = 0.89) or proficiency (M = 2.14, SD = 0.84) had any impact over adjustment in general. $F_{(4, 80)} = 0.900$, $p = 0.468$.

Interaction factor – Proficiency of English:

An analysis of variance was done to determinate if there were any differences between the levels of proficiency in English those being: beginner, intermediate, upper-Intermediate, advanced and proficiency (elemental English had no response) compare to adjustment in relation to interactions. The results of the ANOVA test indicated that was evidence suggesting that beginner (M =1.50, SD = - ; – only has 1 response), intermediate (M = 2.50, SD = 1.21), upper-Intermediate (M = 3.37, SD = 1.73), advanced (M = 2.66, SD = 1.16) or proficiency (M = 1.98, SD 1.10) had an impact over adjustment in relation to interactions. $F_{(4, 80)} = 2.833$, $p = 0.030$.

The p value was below .050 means that there was the need to undertake a follow up post-hoc test, although to perform this test was necessary to remove the beginner variable because there was only 1 response and redo the ANOVA. Results are as follow: intermediate (M = 2.50, SD = 1.21), upper-Intermediate (M = 3.37, SD = 1.73), advanced (M = 2.66, SD = 1.16) and proficiency (M = 1.98, SD = 1.10). $F_{(3, 80)} = 3.615$, $p = 0.017$. The follow up post-hoc results of the Least Significant difference test (LSD) indicated that there is a significant statistical difference between proficiency and upper-intermediate (p = .008); proficiency and advanced (p = .021) over adjustment when comes to interactions.

Work factor – Proficiency of English:

An analysis of variance was done to determinate if there were any differences between the levels of proficiency in English those being: beginner, intermediate, upper-Intermediate, advanced and proficiency (elemental English had no response) compare to adjustment in relation to work. The results of the ANOVA test indicated that was evidence suggesting that beginner (M =2, SD = - ; – only has 1 response), intermediate (M = 2.11, SD = 0.54), upper-Intermediate (M = 2.66, SD = 1.41), advanced (M = 1.98, SD = 0.62) or proficiency (M = 1.47, SD = 0.77) had an impact over adjustment in relation to work. $F_{(4, 80)} = 2.728$, $p = 0.002$.

The p value was below .050 means the need to undertake a follow up post-hoc test, although to perform this test was necessary to remove the beginner variable because there was only 1 response and redo the ANOVA. Results are as follow: intermediate (M = 2.11, SD = 0.54), upper-Intermediate (M = 2.66, SD = 1.41), advanced (M = 1.98, SD = 0.62) and proficiency (M = 1.47, SD = 0.77). $F_{(3, 80)} = 6.038$, $p = 0.001$. The follow up post-hoc results of the

Least Significant difference test (LSD) revealed statistical significant difference between proficiency and upper intermediate (p = .001); proficiency and advanced (p = .008) to the work factor.