



1 The vision of the GLOMO project: Introduction and overview

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STARTING POINT OF THE GLOMO PROJECT

Promoting labor mobility across Europe is a central aim of the **European** Community to tackle increasing labor and skill shortages in the EU and foster European integration. Indeed, in light of the increasing numbers of expatriates and refugees moving into the EU, global mobility and international careers are the most relevant theme within the European labor market. Despite a favorable legal framework for mobility, expatriates still face a wide range of **problems and obstacles that hinder international careers** by hampering cross-border labor mobility. Employment prospects for expatriates are fainter than those of natives, and over-qualification, that is employment below skill level, is widespread in most European countries (Ho & Turk-Ariss, 2018). Consequently, the growth potential of immigrants is far from realized. Therefore, the European Commission (2015) calls for a more complete picture to face recruitment difficulties or skill gaps. Little is known about international mobility patterns and the length of expatriation episodes (Brücker et al., 2014), as well as retention processes of foreign employees (Andresen, 2015; Nguyen & Andresen, 2021). There is considerable scope to **make existing labor mobility more efficient and beneficial for all parties** involved.

This is the starting point of the Horizon 2020 project on 'Global Mobility of Employees' (GLOMO; see www.glomo.eu). While many valid recommendations have been made in terms of policies on the national, as well as the EU level, more detailed, scientifically sound knowledge about global labor mobility on the (inter)national societal (*macro*) and organizational (*meso*) to individual (*micro*) level is needed. It is necessary to identify the motives and aims, dynamics of, and barriers to **global labor mobility and international careers**. Thus, the impact of careers before migration (*pillar 1*), relevant career capital (*pillar 2*), effects of international (im)mobility, and labor-market outcomes of expatriates in their receiving countries (*pillar 3*) must be explored in depth. Overarchingly, the sense-making process (*pillar 4*) shapes societal and organizational structure (macro, meso) and behavior (micro) and, thus, creates (a new European) reality (see Figure 1). This knowledge gap prevents both policymakers and researchers from making defensible decisions.

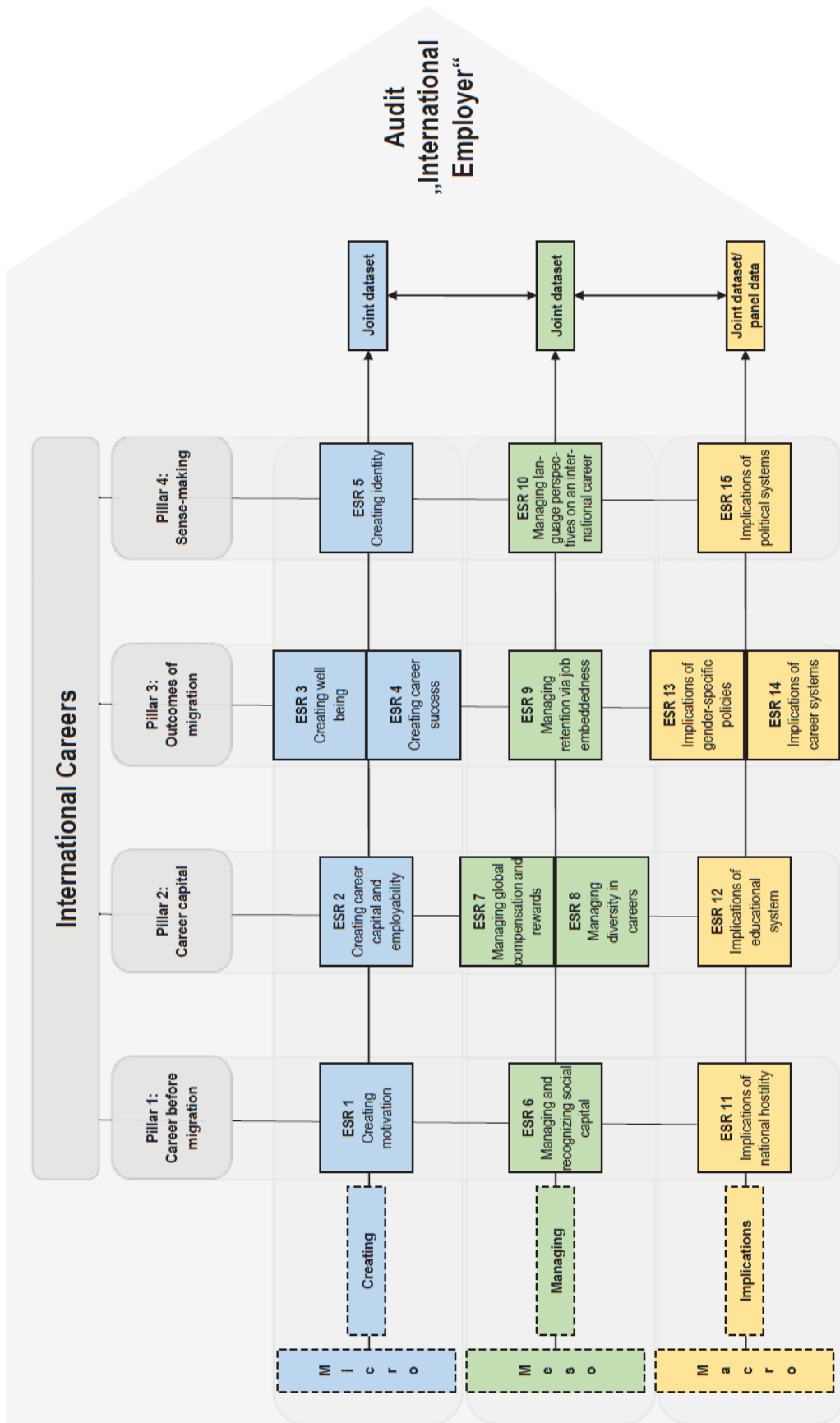


Figure 1: GLOMO's cross-level research approach.

GLOMO addresses this gap by going beyond the state-of-the-art in international career research. Based on scientific findings of the 15 research sub-projects, GLOMO creates a cutting-edge interdisciplinary, multi-level framework connecting a broad variety of influences on international careers with insights into a large number of country-specific characteristics. Please also watch our GLOMO video: <https://youtu.be/zi4I-v-08xo>.

Researchers now acknowledge that international careers can be understood and managed only through an **interdisciplinary analysis** from the micro- over the meso- to macro-level. This can be done by integrating psychological, organizational, sociological, economic, political, and institutional factors in order to gain comprehensive knowledge about international labour mobility and careers in different countries. For this reason, GLOMO's consortium consists of experts with a broad variety of research backgrounds. The Early Stage Researcher (ESR) projects themselves are interdisciplinary and, together, create a well-positioned diverse research landscape on the topic of international careers.

The multidisciplinary and comprehensive research results will be integrated into practice-relevant tools for the **audit "International Employer"** to stimulate and institutionalize sustained intersectoral knowledge transfer in order to foster the practical application of research results and, hence, to increase the innovation capacity of the European industries. The Audit instrument "International Employer" shall help public and private non-academic organizations to create high-quality employment conditions for international employees.

ORIGINALITY AND INNOVATIVE ASPECTS OF THE GLOMO PROJECT

Research on international careers has so far been split into two major research communities: the international (human resource) management community addressing implications of international careers at the micro level (e.g., individuals, households) and meso level (organizations, communities), and the economic and sociological community addressing implications at the macro level (e.g., society, nation). While the levels of analysis of international careers overlap between both communities, the two communities focus on different theories, levels of analysis, and methods in their studies of international careers. This leads to a lack of cross-utilization and cross-citation of research results and confusion in terminology, for example, expatriate, migrant, etc. (Andresen et al., 2014). Specifically, four major **research shortcomings** are addressed by GLOMO:

(1) Different disciplines focus on **divergent definitions and separate groups of internationally mobile individuals**, leading to disjunction in the organizational and political understanding of issues related to individual mobility. For example, management studies address 'expatriation', which is often considered to have positive effects on the careers of organizationally assigned expatriates (Andresen

et al., 2022). In turn, ‘migration’ is used in economics, sociology, and politics, and it suggests potential employment challenges and career breaks for migrants (Visintin et al., 2015).

(2) The analysis of **careers of self-initiated expatriates (SIEs) has received little attention** so far. Research on SIEs has focused on a variety of topics, such as cultural adjustment (e.g., Kumra et al., 2021), gender issues (Haak-Saheem et al., 2022), repatriation (Andresen, 2021), motives (Despotovic et al., 2022), and outcomes (e.g., Maharjan et al., 2021). However, the overall results regarding international careers remain unclear, making it difficult to draw general conclusions.

(3) **Migrant/expatriate samples are diverse in professions and educational levels** hampering the interpretability of results. A majority of expatriation and migration studies include mixed professional groups or lack indications regarding professions (Lazarova & Ipek, 2020). While management studies primarily address highly skilled expatriates, migration studies tend to focus on low-qualified and low-educated migrants (Andresen et al., 2014). Understanding the effects of professional, occupational, and educational backgrounds on international careers is highly urgent.

(4) There is a **lack of data from the meso level**. The majority of migration, as well as expatriation studies, are based on individual-related data (e.g., surveys among individuals, household panels) or macro data (migration statistics). Due to a scarcity of studies on organizations and firms, knowledge about the organizational perspective regarding global mobility is scarce.

GLOMO uses these research shortcomings and gaps as its starting point and considers these requirements in the three scientific Work Packages (WPs 1–3), as well as in the research training program (WP 4). The main scientific novelty of GLOMO’s approach lies in addressing key unresolved challenges in today’s and tomorrow’s international career fields by building a cognitive bridge between the economic level and the individual to organizational level involved in international careers and, thus, reaching interdisciplinary fertilization and multilevel analysis. With this approach, GLOMO is a consequently **interdisciplinary network**—one of the very few in the field of international careers. GLOMO’s uniqueness comes through bringing together leading scholars in expatriate and global mobility research, thereby ensuring the best possible starting position to target the research gaps and increase the European leading position in this research area.

OBJECTIVES AND OVERVIEW OF THE GLOMO PROJECT

With the focus on global mobility into EU countries and within the EU and its impact on international careers, the **objectives** of GLOMO are to (a) develop a systematic approach to generating knowledge about the employee mobility phenomenon and its implications on international careers, (b) promote researchers

willing to work on the topic, (c) train researchers capable of understanding the complex influences on international careers, and (d) suggest relevant implications for action for the European societies and economies.

Through this program and by working on the various individual but strongly interconnected projects (see Figure 1), GLOMO's researchers

1. analyse how successful the cross-border mobility of different kinds of employees in the European mobility space is; these differences concern gender, age, career stage, qualification level, educational and professional background, country of origin, language skills, etc., and
 - a. if successful, how the transition between career systems and labor markets proceeds, and which factors on the societal and organizational to individual level enable and facilitate global labor mobility
 - b. if unsuccessful, which factors on the micro, meso and macro levels hinder international labor mobility.
2. determine the effects and added value of the European mobility space for individuals (e.g., in terms of careers) and organizations (e.g., in terms of performance), as well as the European community (e.g., in terms of economic returns resulting from a raise of the levels and quality of the employment of migrants).
3. provide further relevant insights that help to manage cross-border labor mobility and international career development in practice. This is achieved by the Audit "International Employer" and follow-up activities to transfer this knowledge by auditing and consulting enterprises, as well as public organizations.

For reaching these objectives, going beyond bi-lateral collaborations, and working in an international network is necessary. GLOMO is such an interdisciplinary and intersectoral network that offers a comprehensive and interdisciplinary joint curriculum for the study of international careers. It connects the most experienced national research facilities within the involved countries.

ORGANIZATION

To tackle the most relevant topics pertaining to international careers, the network is organized into sub-teams working in three strongly interconnected research work packages (WP). Each of these three research WPs draws together five individual sub-projects related to either the micro level (WP1: *Creating expatriates' individual resources and capacities*), meso level (WP2: *Managing organizational structures influencing international careers and mobility*), or macro level (WP3: *Implications of societal factors and systems affecting international careers and mobility*). Further, WP4 is dedicated to the organization of the research training program. The project is paralleled by WP5 focusing on communication and

dissemination, WP6 encompassing the project coordination and management, WP7 targeting the development of the audit “International Employer”, and WP8 addressing research ethics. All WPs involve all project partners.

The distinctive characteristic feature of GLOMO’s beneficiaries is its complementary research expertise related to expatriation/migration and international careers, allowing to attain a comprehensive and multidisciplinary view of the global mobility of employees. The following **researchers** are involved in the GLOMO project (see *Table 1*):

Name	Role(s)
Prof. Dr. Maïke ANDRESEN, University of Bamberg, D	<ul style="list-style-type: none"> • initiator, concept developer, proposal writer of the research project • project coordinator (03/2017 – 10/2021) • head of project management group • head of supervisory board • leader of WP 6 (coordination and management) and WP 8 (research ethics) • ESR supervisor
Prof. Dr. Silke ANGER, Institute of Employment Research (IAB), D	<ul style="list-style-type: none"> • co-leader of WP 3 (research) • data manager • ESR supervisor
Prof. Dr. Akram Al ARISS, Toulouse Business School, F	<ul style="list-style-type: none"> • ESR supervisor
Dr. Cordula BARZANTNY, Toulouse Business School, F	<ul style="list-style-type: none"> • leader of WPs 3 (research) and 4 (training) • equal opportunities officer • ESR supervisor
Prof. Dr. Herbert BRÜCKER, Institute of Employment Research (IAB), D	<ul style="list-style-type: none"> • co-leader of WP 3 (research) • ESR supervisor
Prof. Dr. Michael DICKMANN, Cranfield University, UK	<ul style="list-style-type: none"> • leader of WP 5 (communication, dissemination) • quality manager • ESR supervisor
Prof. Dr. Liisa MÄKELÄ, University of Vaasa, FI	<ul style="list-style-type: none"> • ethics commissioner • ESR supervisor
Prof. Dr. Sara Louise MUHR, Copenhagen Business School, DK	<ul style="list-style-type: none"> • co-leader of WP 7 (international audit) • ESR supervisor
Benoît PIVIN, Airbus Group SAS, F	<ul style="list-style-type: none"> • ESR supervisor
Prof. Dr. Thomas SAALFELD, University of Bamberg, D	<ul style="list-style-type: none"> • ESR supervisor • project coordinator final reporting (10/2021-08/2022)
Prof. Dr. Vesa SUUTARI, University of Vaasa, FI	<ul style="list-style-type: none"> • leader of WP 1 (research) • ESR supervisor
Prof. Dr. Mette ZØLNER, Copenhagen Business School, DK	<ul style="list-style-type: none"> • co-leader of WP 7 (international audit) • IPR commissioner • ESR supervisor

Table 1: GLOMO beneficiaries

The **partner organizations** offer practical insights by providing specific training units. This contributes to a discourse on different professional requirements in both the private sector itself and public research related to global mobility. Second, through secondments, private partners train ESRs in specific complementary skills on-the-job, thereby significantly improving the ESRs' career options. The following partner organizations are involved in the GLOMO project (see *Table 2*):

Partner organization	Name of contact person
atrain GmbH, D	Irene BELLODI
European Migration Network (EMN), EST	Dr. Ave LAUREN
Federal Ministry of Labor and Social Affairs, D	Katharina ERBELDINGER
German Federal Employment Agency, Brussels Office, BE	Dr. Wolfgang MÜLLER, Janice SCHMIDT-ALTMAYER
International Community Platform (ICP), NL	Nicole VAN HAELST
Philips Electronics Nederland B.V., NL	Jai PATEL
Siemens GAMESA, DK	Deanna RASMUSSEN
The RES-Forum Ltd., UK	David ENSER
University of Essex, UK	Dr. Cara BOOKER
Wärtsilä Finland OY, FIN	Kai KAMILA

Table 2: GLOMO partner organizations and contact persons

Also essential in the GLOMO project are, of course, the **Early Stage Researchers**, for whose support and funding the entire Horizon 2020 application was ultimately submitted (see *Table 3*):

Sub-project #	Name	Institution
01 – Creating motivation	Yustika N. Arifa Blanca Suarez-Bilbao	VU Amsterdam, NL University of Bamberg, D
02 – Creating career capital	Emilija Oleškevičiūtė	Cranfield University, UK
03 – Creating well-being	Tania Biswas	University of Vaasa, FIN
04 – Creating career success	Rodrigo Mello	University of Vaasa, FIN
05 – Creating identity	Kerstin Martel	Copenhagen Business School, DK
06 – Managing and recognizing social capital	Friederike Mathey Inés Escobar Borrueal	VU Amsterdam, NL University of Vaasa, FIN
07 – Managing global compensation and rewards	Carlos Politi Giovanna Milani	Airbus Group SAS, F
08 – Managing diversity in careers	Acil Abdul Hadi	Toulouse Business School, F
09 – Managing retention via job embeddedness	Anh Ngoc Nguyen	University of Bamberg, D
10 – Managing language perspectives on an international career	Ivan Olav Vulchanov	Copenhagen Business School, DK
11 – Implications of national hostility	Monique Raupp	Cranfield University, UK
12 – Implications of educational system	Jacopo Bassetto	Institute of Employment Research, D

13 – Implications of gender-specific policies	Teresa Freitas Monteiro	Institute of Employment Research, D
14 – Implications of career systems	Yamila Martin Ferlaino Manh Ha Luong	University of Bamberg, D University of Bamberg, D
15 – Implications of political systems	Monika Bozhinoska Lazarova	University of Bamberg, D

Table 3: GLOMO Early Stage Researchers

GLOMO receives fantastic, valuable, and loyal support from its unique **GLOMO Advisory Board** comprising the following outstanding researchers: Prof. Dr. Jaime BONACHE, Carlos III University of Madrid, ES; Prof. Dr. Chris BREWSTER, Henley Business School, UK; Prof. Dr. Marion FESTING, ESCP Europe, D; Prof. Dr. Jan SELMER, Aarhus University, DK.

Last but not least, a project can only function with solid **project management support**. In addition to the management staff for finance and training (Barbara Agha-Alikhani, Sven Lütke-Bordewick, Ulrike Propach, Simone Treiber) hired exclusively for GLOMO, the numerous people in the secretariats and administrations of the universities should be mentioned, whose naming would go beyond the scope.

A big thank you goes out to everyone involved for a great project effort!

This book provides insights into selected aspects of the 15 sub-projects worked on by the ESRs. If interested in more extensive insights into the research results, all researchers involved can be contacted directly (cf. www.glomo.eu). We hope you enjoy reading.

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