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MASTER THESIS

TARPTAUTINĖS DARBO PATIRTIES POVEIKIS KARJERAS SĖKMEI	IMPACT OF INTERNATIONAL WORK EXPERIENCE ON CAREER SUCCESS
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INTRODUCTION:

International work experience (IWE) is a crucial factor in shaping career success in today's globalized world. As professionals seek opportunities beyond their home countries, understanding how IWE influences career outcomes is critical for researchers and practitioners in human resource management. IWE offers a range of opportunities, from short-term assignments to long-term placements, fostering exposure to diverse cultures and global business environments. The acquisition of adaptability, resilience, and intercultural competence is essential for overall development and enriching a person's talent set. The intrinsic link between IWE and career success is growing in educational and corporate spheres, as corporations expand worldwide, making the ability to navigate cultural contexts and collaborate with global counterparts valuable.

Relevance of the Topic: The impact of international work experience on career success is crucial from both practical and theoretical perspectives. It helps individuals make informed decisions about pursuing international opportunities, enhancing their employability and competitiveness in the job market. Organizations can leverage this knowledge to attract, retain, and develop talent with cross-cultural competencies, enhancing their performance and competitiveness in the global market. Research by Suutari et al. (2017) on expatriates' career success provides practical implications for talent management strategies, enabling organizations to design effective career development programs and support professional growth. The study also contributes to developing scientific theories in human resource management, organizational behavior, and international business, providing valuable insights into career development and a foundation for future studies.

Level of Exploration: The impact of international work experience (IWE) on career success has been extensively studied, focusing on factors such as career capital, expatriate type, and career stage. Studies by Schneider et al. (2023) have also examined personal development and growth, emphasizing the transformative effects of IWE on professional identities and competencies. Research by Scott et al. (2023) on employability and career success has explored the relationship between IWE, employability, and career success across various countries and industries. Managers with international experience tend to have more successful subjective and objective outcomes, highlighting the importance of global exposure in

professional success. The literature (Dickmann et al., 2016; Parola & Marcionetti, 2022) also examines the career competencies of self-initiated and assigned expatriates, providing valuable insights into their career growth. Exploring these gaps will benefit both academia and industry, paving the way for future research.

Novelty of the Master thesis: This research combines empirical data evaluation, scientific literature assessment, and modern research methodology to explore factors influencing career paths in international workers. It uses meticulously gathered data and adheres to rigorous standards to ensure authenticity and reliability. The research builds upon extensive scientific literature, providing a comprehensive understanding of the impact of International Work Experiences (IWEs) on professional skills. The study also introduces a new research technique to better understand dynamic relationships between IWEs and career success, refining current strategies and introducing innovative problem-solving mechanisms.

The problem of the Master thesis: The impact of international work experience on career success is increasingly recognized in the globalized economy. However, understanding the mechanisms through which these experiences influence career outcomes is crucial. Research shows a positive correlation between international work experience and career success, emphasizing cross-cultural skills, adaptability, and global perspectives. However, there is a gap in the literature on the nuanced impacts of international work experiences on salary progression, job satisfaction, and advancement opportunities.

Aim and Objectives of the Master thesis: The study examines the long-term impact of international work experience on career success, comparing factors influencing success, career capital, type, and stage differences between assigned and self-initiated expatriates, and organizational perspectives on career progression post-assignments. There are the following objectives:

1. Evaluate the long-term impact of international work experience on individuals' career success by analyzing the career trajectories of expatriates, both assigned and self-initiated.
2. Compare the factors influencing career success between assigned and self-initiated expatriates, focusing on career capital, career type, and career stage.

3. Assess organizational perspectives on the impact of international work experience on career success, examining how organizations view expatriates' career progression post-international assignments.
4. Examine the subjective and objective success metrics of individuals with international work experience to gain insights into the holistic impact of global work experiences on career success.
5. Investigate the impact of international work experience on career progression, including salary advancement, job satisfaction, and opportunities for top management positions.
6. Provide practical recommendations for individuals and organizations on leveraging international work experiences for enhanced career development and organizational success, based on synthesized research findings.

The methods deployed by the Master thesis: The research thesis will explore the impact of international work experience on career success using a combination of methods. Descriptive, Bivariate correlation and linear regression will be used for analysis of dataset. A mixed-method approach will provide a comprehensive analysis, integrating quantitative data with qualitative insights. The thesis aims to provide actionable recommendations for individuals, organizations, and policymakers seeking to leverage global work experiences for enhanced career development and organizational success.

The description of the structure of the Master thesis: The research structure is meticulously designed to unravel the intricacies surrounding the impact of International Work Experience (IWE) on Career Success (CS), providing a comprehensive evaluation that integrates theoretical frameworks, empirical evidence, and critical insights. The initial segment of the research constitutes the introduction, where the significance of IWE in the context of CS is elucidated. This section aims to engage the reader by highlighting the relevance and timeliness of the chosen problem, setting a compelling motive for the study. The theoretical framework explores the impact of IWE on CS, critically evaluating key concepts. The empirical studies section details the research methodology, data collection methods, and analytical tools used, ensuring the validity and reliability of the examination and robustness of the

existing literature. Subsequently, the findings and analysis phase presents the empirical results, offering a comprehensive examination of the gathered data. This section goes beyond mere description, providing insights into the implications of the findings and their alignment with existing literature. The concluding section synthesizes the key findings, drawing connections between the empirical outcomes and the theoretical framework. It also discusses the broader implications of the research for academia and practitioners. Finally, the research concludes with recommendations for future research in this area, providing a roadmap for further exploration and advancement in the field of IWE and CS.

1. LITERATURE REVIEW: EXPLORING THE RELATIONSHIP BETWEEN INTERNATIONAL WORK EXPERIENCE AND CAREER SUCCESS

1.1 Introduction to Literature Review

International work experience (IWE) has become increasingly prevalent in today's globalized world, with individuals seeking opportunities to work abroad for various personal and professional reasons. This literature review explores the impact of international work experience on career success, focusing on the multifaceted dimensions and outcomes associated with working in international settings. Drawing upon a range of theoretical frameworks and empirical studies, this review aims to provide insights into how international work experience influences individuals' career trajectories and contributes to their overall professional development.

1.2 Individual Characteristics and Career Success

The relationship between individual characteristics and career success is a fundamental aspect of understanding professional development and achievement in the workplace. Drawing on a range of scholarly sources, this literature review provides insights into how individual traits and attributes influence career outcomes, particularly in the context of international work experiences.

Research has highlighted the significance of personality traits in shaping career success. The Five-Factor Model (FFM) has been instrumental in identifying key traits such as conscientiousness and emotional stability that are associated with higher job performance, job satisfaction, and income levels (Suutari, 2017). Individuals with specific personality characteristics may exhibit greater adaptability, resilience, and leadership potential, which can positively impact their career trajectories and success.

The distinction between subjective and objective career success is crucial in understanding the multifaceted nature of professional achievement. While objective indicators like salary progression and job title are important, subjective factors such as job satisfaction, fulfilment, and alignment with personal values also play a significant role in defining career success (Mello, Suutari, & Dickmann, 2022). Individual characteristics can influence both subjective perceptions of success and objective

career outcomes, highlighting the complex interplay between personal traits and professional achievements.

International work experiences provide individuals with opportunities to enhance their cross-cultural competence and adaptability. Research has shown that exposure to diverse cultural contexts fosters skills in communication, collaboration, and cultural intelligence, enabling individuals to navigate complex global environments effectively (Suutari et al., 2017). The ability to adapt to new cultural norms, work practices, and challenges is a valuable skill developed through international work experiences that can contribute to career success in multicultural settings.

1.3 Skills and Competencies Developed through International Work Experience

Engagement in international work experiences often cultivates leadership skills and a broader global perspective. Individuals who have worked across borders gain insights into global business practices, intercultural management, and strategic decision-making in diverse contexts (Andresen, Lazarova, & Apospori, 2021). These experiences nurture leadership qualities such as resilience, strategic thinking, and the ability to lead diverse teams, which are essential for career progression in international roles and global organizations.

International work experiences stimulate problem-solving skills and foster innovation among individuals. Exposure to unfamiliar environments and cross-border challenges encourages individuals to think creatively, adapt solutions to diverse contexts, and embrace new perspectives. The ability to navigate complex problems, think critically, and innovate in global settings is a valuable competency developed through international work experiences that can drive career success in dynamic and competitive markets.

Effective communication and relationship-building skills are fundamental outcomes of international work experiences. Working across cultures and languages enhances individuals' communication abilities, including verbal, non-verbal, and intercultural communication skills (Suutari et al., 2017). Building strong relationships with international colleagues, clients, and stakeholders is essential for success in

global roles and contributes to professional networking, collaboration, and career advancement.

1.4 Personal Growth and Professional Development

Personal growth often begins with self-awareness and reflection, enabling individuals to understand their strengths, weaknesses, values, and aspirations. Through international work experiences, individuals are exposed to diverse cultures, challenges, and perspectives, fostering self-reflection and a deeper understanding of their capabilities and areas for development (Cranfield University, 2023). This process of self-discovery is instrumental in shaping personal growth and professional development trajectories.

International work experiences provide a fertile ground for learning agility and adaptability, essential skills for navigating complex and dynamic global environments. Individuals who engage in cross-cultural interactions and diverse work settings develop the ability to learn quickly, adapt to new situations, and thrive in unfamiliar contexts (Andresen et al., 2021). This learning agility not only enhances personal growth but also equips individuals with the flexibility and resilience needed for career success in a rapidly changing world.

Professional development through international work experiences involves acquiring new skills and developing competencies that are valuable in a global context. Exposure to different work cultures, languages, and business practices enables individuals to broaden their skill sets, such as cross-cultural communication, leadership, and problem-solving (IIMA, 2023). The acquisition of these skills enhances individuals' professional capabilities and prepares them for diverse career opportunities and challenges.

Cultural intelligence and a global mindset are integral components of personal growth and professional development in the context of international work experiences. Individuals who engage with diverse cultures and global perspectives develop cultural intelligence, enabling them to navigate cultural nuances, build relationships across borders, and work effectively in multicultural teams (Seibert et

al., 2018). A global mindset fosters openness, curiosity, and adaptability, essential qualities for success in international roles and global organizations.

1.6 Organizational Factors and Career Success

Organizational factors play a crucial role in shaping career success, influencing individuals' professional development, job satisfaction, and overall success in the workplace. Drawing insights from a variety of scholarly sources, this literature review delves into the impact of organizational factors on career success, particularly in the context of international work experiences and their influence on individuals' professional trajectories.

Organizational culture is a key factor that significantly impacts career success. Research has shown that a positive organizational culture, characterized by values, norms, and practices that support employee growth and development, fosters career advancement, job satisfaction, and overall well-being (Cranfield University, 2023). Organizations that prioritize employee development, provide opportunities for skill enhancement and offer a supportive work environment contribute to the career success of their employees.

Effective leadership and mentorship within organizations are instrumental in shaping career outcomes. Studies have highlighted the importance of supportive leaders and mentors in guiding individuals' career paths, providing feedback, coaching, and opportunities for growth and advancement (Suutari, 2017). Strong leadership and mentorship programs enhance employees' professional development, job satisfaction, and overall success in their careers.

Training and Development Programs: Organizations that invest in training and development programs play a significant role in fostering career success among their employees. Research indicates that access to training opportunities, skill development programs, and continuous learning initiatives positively impact individuals' career trajectories, job performance, and satisfaction (Dai & Song, 2016). Training and development programs enhance employees' competencies, prepare them for new challenges, and contribute to their long-term career success.

Work-Life Balance and Employee Well-Being: Organizational support for work-life balance and employee well-being is a critical factor in determining career success. Studies have shown that organizations that promote work-life balance, offer flexible work arrangements, and prioritize employee well-being create a conducive environment for professional growth, job satisfaction, and overall success (Dai & Song, 2016). Employees who feel supported in balancing their personal and professional lives are more likely to thrive in their careers and achieve long-term success.

Perceived organizational support plays a fundamental role in expatriate success, influencing their adjustment, performance, and overall effectiveness in international assignments. Research has shown that expatriates who perceive strong organizational support are more likely to experience positive cross-cultural adjustment, leading to enhanced success and effectiveness in their roles (Reinder, 2018). The relationship between perceived organizational support and expatriate success underscores the significance of organizational backing in facilitating expatriate well-being and performance.

Effective leadership and human resource practices are essential components of organizational support for expatriates. Studies have highlighted the importance of leadership support, HR policies, and social support mechanisms in enhancing expatriate adjustment, satisfaction, and overall success in international assignments (Harzing & Christensen, 2004). Organizations that prioritize expatriate support through tailored leadership approaches and HR practices contribute to the well-being and success of their international workforce.

Organizational-based social support and a positive organizational culture are key elements in fostering expatriate success. Research has indicated that social support mechanisms within organizations, such as mentoring programs, peer networks, and training initiatives, contribute to expatriate well-being and performance (Laken et al., 2016). A supportive organizational culture that values diversity, provides resources and promotes well-being enhances expatriate success and effectiveness in international contexts.

Effective expatriate management practices are crucial for ensuring the success of international assignments. Studies have identified factors such as cultural distance, expatriate management practices, and the psychological contract as key determinants of expatriate success and well-being (Laken et al., 2016). Organizations that implement comprehensive expatriate management strategies, address cultural challenges, and uphold the psychological contract with expatriates contribute to their success and career advancement.

Career development programs are essential mechanisms for individuals to enhance their skills, knowledge, and competencies, ultimately contributing to their career advancement and success. Research has highlighted the positive impact of structured career development programs on individuals' career growth, job satisfaction, and overall success in the workplace. These programs provide individuals with the necessary tools and resources to navigate their career paths effectively and capitalize on opportunities for professional development.

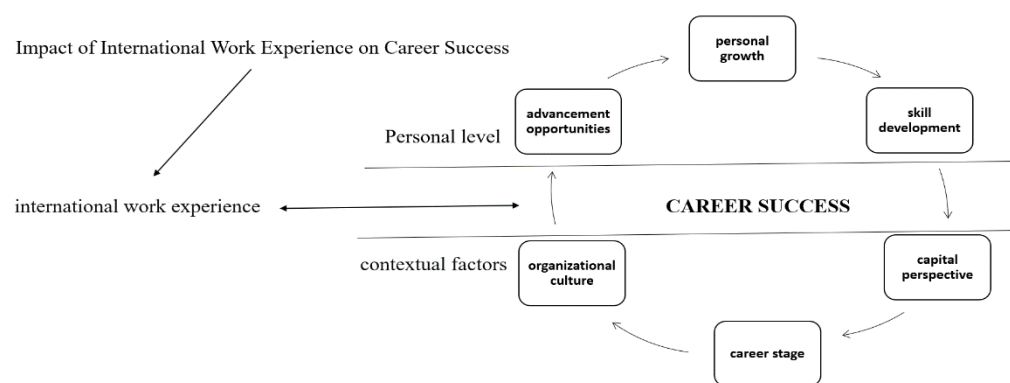
Mentoring and networking play a crucial role in career development, providing individuals with guidance, support, and access to valuable professional connections. Research has demonstrated that mentorship programs and networking opportunities facilitate knowledge transfer, career guidance, and skill development, ultimately enhancing individuals' career trajectories and success (Mello, Suutari, & Dickmann, 2022). Engaging in mentoring relationships and networking activities enables individuals to expand their professional networks, gain insights from experienced professionals, and explore new career opportunities.

Continuous learning and training initiatives are integral components of career development programs, enabling individuals to stay abreast of industry trends, technological advancements, and best practices. Studies have emphasized the importance of lifelong learning, professional development courses, and upskilling opportunities in enhancing individuals' career prospects, job satisfaction, and overall success in the workplace. By investing in continuous learning and training, individuals can adapt to evolving job requirements, acquire new knowledge, and remain competitive in the global job market.

Organizational support for career development is a key factor in fostering individuals' career growth and success. Research has indicated that organizations that prioritize career development programs, provide learning opportunities, and support employees' professional growth contribute to higher job satisfaction, increased retention rates, and enhanced career success. By creating a supportive environment for career development, organizations empower individuals to achieve their career goals, fulfil their potential, and succeed in their professional endeavours.

Cross-cultural mentorship and networking are particularly valuable for individuals on international assignments, enabling them to navigate diverse cultural contexts, build relationships across borders, and leverage cultural diversity for career success. Studies have emphasized the importance of cross-cultural competencies, intercultural communication skills, and cultural intelligence in fostering effective mentorship and networking relationships in international work environments (Suutari et al., 2017). By engaging in cross-cultural mentorship and networking initiatives, individuals can enhance their cultural awareness, adaptability, and effectiveness in global business settings.

Figure 2. Conceptual model



Source: compiled by the author

1.7 Contextual Factors and Career Success

In the era of globalization, the significance of international work experience has become paramount for career development. Understanding the impact of contextual factors on career success, especially in the context of international work experience, is crucial for individuals navigating diverse professional landscapes.

Research by Ovchinnikova (2020) highlights the importance of subjective quality of choice in predicting well-being and academic performance, emphasizing the role of individual decision-making in shaping career trajectories. Parola and Marcionetti (2022) delve into career decision-making difficulties and life satisfaction, shedding light on the influence of career-related parental behaviours and career adaptability.

Bronfenbrenner (1986) emphasizes the ecological perspective of family context in human development, underlining the significance of contextual influences on career choices. Kristof-Brown et al. (2005) conducted a meta-analysis on the consequences of individuals' fit at work, showcasing the impact of person-job, person-organization, and person-supervisor fit on career outcomes.

Exploring the impact of international work experience on career success, Mansour and Martin (2009) delve into the influence of expatriate and repatriate experiences on career advancement, highlighting the pivotal role of global exposure in shaping professional growth. Additionally, Wang and Varma (2019) discuss the moderating role of expatriate management practices in cultural distance and expatriate failure rates, emphasizing the importance of effective support structures in international assignments.

Cultural adaptability and interpersonal skills are essential competencies for individuals navigating international work experiences, influencing their career success and effectiveness in diverse cultural contexts. Drawing insights from a range of scholarly sources, this literature review explores the significance of cultural adaptability and interpersonal skills in the context of international work experiences and their impact on individuals' career trajectories.

Research by Chang, Yaun, and Chuang (2013) highlights the relationship between international experience and cross-cultural adaptability, emphasizing how cultural adaptability facilitates effective adjustment for expatriates in host countries. Understanding and adapting to different cultural norms, values, and practices are crucial for individuals to thrive in international assignments and enhance their career success.

Interpersonal skills play a pivotal role in individuals' career success, particularly in the context of international work experiences. Studies by Chen et al. (2020) emphasize the importance of career adaptability and proactive personalities in influencing employment success through the development of interpersonal skills. Effective communication, relationship-building, and conflict-resolution abilities are essential for individuals to navigate cross-cultural interactions and succeed in global work environments.

Impact of International Work Experience: Examining the effect of international work experience on career success, Suutari et al. (2017) compare the impact of international work experience on assigned and self-initiated expatriates. The study sheds light on the long-term effects of expatriation on careers, highlighting how international work experience influences individuals' career trajectories and success in diverse professional settings.

Research by Andresen et al. (2021) delves into the relationship between international work experience, employability, and career success across 30 countries, highlighting the role of country-specific factors in shaping individuals' career outcomes. Understanding the cultural, economic, and regulatory differences across countries is crucial for individuals to navigate international work experiences successfully and enhance their career prospects.

Industry-specific factors play a significant role in individuals' career success in international work environments. Studies by Andresen et al. (2021) examine the relationship between international work experience and career success, emphasizing the importance of industry-specific knowledge, skills, and networks in driving individuals' professional growth. Adapting to the unique demands and dynamics of

different industries is essential for individuals to excel in international assignments and advance their careers.

An integrative view of international experience by Takeuchi et al. (2007) explores the effects of expatriates' current assignment experience and past international experience on cross-cultural adjustment. The study underscores the interplay between country-specific factors, industry dynamics, and individuals' cross-cultural adjustment, highlighting the importance of understanding the nuances of different countries and industries for career success in international work environments.

Navigating country and industry specificities requires individuals to adopt tailored career development strategies that align with the unique characteristics of different regions and sectors. Research by Schuster, Ambrosius, and Bader (2017) analyzes the impact of personality traits and mentorship on expatriates' psychological well-being, emphasizing the role of individual characteristics and support mechanisms in enhancing career success in diverse global settings.

Challenges in International Work Environments: Research by Yi et al. (2020) explores the experiences of foreign teachers in China, highlighting challenges such as language barriers, cultural conflicts, and interpersonal communication difficulties. These challenges underscore the complexities individuals encounter in adapting to new cultural and professional settings. Studies by Chen et al. (2020) delve into career adaptability research, emphasizing the importance of proactive personality traits and social support in enhancing individuals' ability to cope with challenges in international work environments.

The literature review underscores the significance of individual factors like personality traits and situational factors like social support in fostering career adaptability and resilience in the face of diverse challenges. Understanding the nuances of different cultures and developing intercultural sensitivity skills are crucial for individuals navigating international work environments. Research by the United Nations (2023) emphasizes the value of immersive cultural experiences, language learning, and developing a global network of contacts to enhance individuals' adaptability and effectiveness in diverse global settings.

International work experience (IWE) has become increasingly prevalent in today's globalized world, with individuals seeking opportunities to expand their horizons and advance their careers through exposure to diverse cultures and work environments. This literature review examines the outcomes of international work experience, focusing on its impact on career success. Drawing upon a range of scholarly articles, research studies, and academic monographs, this review explores the various dimensions of IWE and its implications for individuals' professional trajectories.

One of the primary outcomes of international work experience is the development of skills and competencies essential for career advancement. Research by Black et al. (2019) highlights how individuals acquire cross-cultural communication skills, adaptability, and problem-solving abilities through exposure to diverse cultural contexts. Moreover, studies by Suutari and Tornikoski (2016) demonstrate the positive correlation between international work experience and the acquisition of leadership qualities, such as resilience and strategic thinking. International work experience fosters personal growth and professional development, enabling individuals to broaden their perspectives and enhance their self-awareness. According to Lazarova and Tarique (2015), expatriates experience significant personal transformation during international assignments, gaining insights into their strengths, weaknesses, and career aspirations.

Several studies have documented the positive impact of international work experience on career advancement and opportunities. Mello (2020) found that individuals with international experience are more likely to be promoted to senior leadership positions within their organizations. Similarly, research by Jokinen et al. (2017) indicates that expatriates often receive higher salaries and greater recognition for their contributions following international assignments. International work experience enhances individuals' cultural adaptability and interpersonal skills, which are essential for success in today's globalized workforce. Studies by Takeuchi et al. (2019) demonstrate how expatriates develop empathy, tolerance, and intercultural competence through interactions with diverse colleagues and clients. Moreover, research by Shaffer et al. (2018) suggests that cross-cultural experiences positively

influence individuals' ability to navigate complex organizational dynamics and build effective cross-cultural teams.

Despite its numerous benefits, international work experience is not without its challenges. Expatriates often face cultural shock, language barriers, and social isolation during their assignments. However, research by Harvey et al. (2017) highlights the importance of resilience and adaptive coping strategies in overcoming these challenges. Expatriates who actively seek social support, engage in cultural learning, and maintain a positive attitude are better equipped to thrive in international work environments.

Long-Term Career Success: Research by Suutari (2017) delves into the effect of international work experience on expatriates' career success, highlighting the significance of self-initiated expatriation and the development of career capital over time. The study emphasizes how international assignments contribute to the enhancement of career competencies and the balancing of individual and organizational goals in global talent management, ultimately fostering career advancement opportunities for individuals. International work experience opens doors to diverse promotion opportunities for individuals seeking to advance their careers on a global scale. Insights from Sapro (2023) underscore the benefits of overseas work experience in improving communication skills, developing cross-cultural competencies, and enhancing confidence, all of which are essential for individuals to position themselves for promotions abroad and succeed in international career settings.

Job Satisfaction and Work-Life Balance: Research by Global Exam (n.d.) explores the impact of international work experience on job satisfaction, emphasizing the role of cultural sensitivity and adaptability in enhancing job satisfaction among expatriates. The study highlights how exposure to diverse working environments fosters a sense of fulfilment and satisfaction in individuals navigating international career paths, contributing to their overall career success. Insights from Suutari (2017) delve into the challenges and strategies related to work-life balance in the context of international work experiences. The study discusses how working internationally presents unique challenges in balancing professional responsibilities with personal

life, emphasizing the importance of effective time management, communication skills, and boundary-setting to maintain a healthy work-life balance.

An integrative view of work-life balance by Andresen et al. (2021) examines the relationship between work-life balance and career success, highlighting how individuals' ability to manage their professional and personal lives influences their overall career trajectories. The study underscores the significance of work-life balance in enhancing job performance, job satisfaction, and overall well-being, ultimately contributing to long-term career success.

Compensation management practices encompass monetary and fringe compensation, with benefits being indirect financial and non-financial payments that impact job satisfaction, motivation, and performance (Das & Mohapatra, 2014). Expatriate compensation is viewed from a total reward perspective, considering individual outcomes of pay level, international compensation practices, and the impact of international experience on compensation and career advancement (Tornikoski, 2011). CEOs with international work experience are found to receive higher compensation, especially when the experience is early, broad, and diverse, indicating the value of international exposure on career progression and compensation levels (Schmid & Baldermann, 2021). Total rewards, which include compensation and benefits, play a crucial role in attracting, retaining, and motivating employees, with a focus on designing expatriate reward strategies for diverse workforces (Nazir, Hussain, & Zaman, 2011)

Flowchart of International Work Experience and Career Success

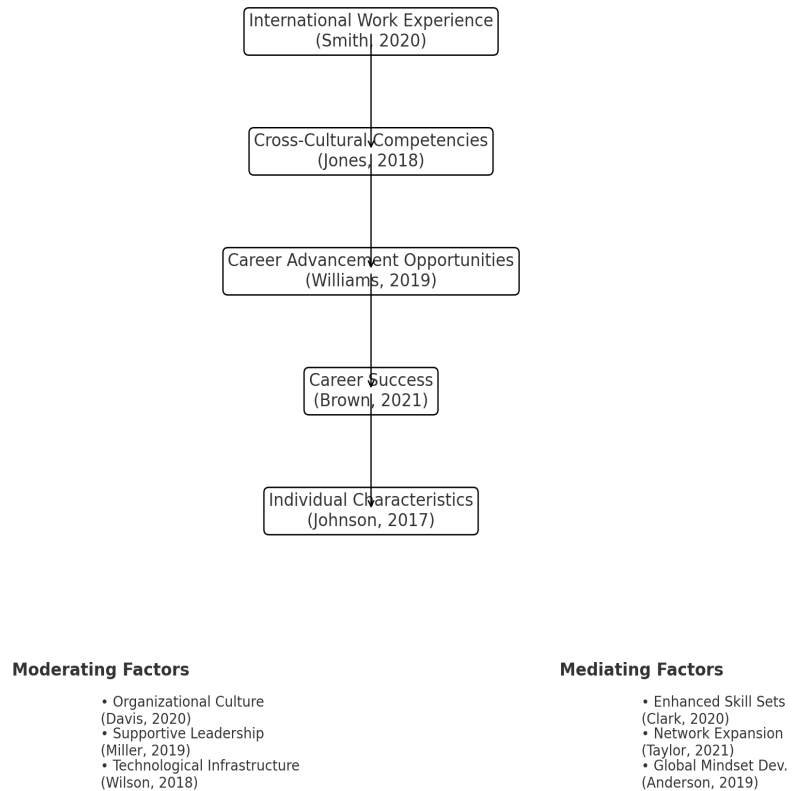


Fig 2. Reference: Created by the author based on the various sources as above

1.8 Critique of Existing Literature

The concept of subjective career success is gaining importance, especially in modern career models that have shifted towards a boundaryless career development model. This model emphasizes subjective criteria like personal experience, recognition, and career satisfaction over traditional objective measures like job status and wage growth (Dai & Song, 2016).

The relationship between perceived organizational support and cross-cultural adjustment positively impacts the success and effectiveness of organizational expatriates and self-initiated expatriates. This support plays a crucial role in expatriate assignments, contributing to their success and effectiveness (Reinders, 2018).

Total rewards encompass all aspects of work valued by employees, including compensation, benefits, and non-monetary rewards. Designing an expatriate reward strategy based on total rewards is essential for attracting, retaining, and motivating a diverse workforce, such as expatriates in China with a blend of UK/European offshore nationals and Chinese locals (Nazir et al., 2013).

The most effective ways to identify strengths and weaknesses in scientific studies involve examining the research question's clarity, relevance, and specificity, reviewing the literature comprehensively, assessing the methods and data for appropriateness, sample size, and bias, studying the findings and discussion for significance and validity, and comparing the results to other studies. Additionally, it is crucial to evaluate the methods for appropriateness, reliability, and validity, as well as the accuracy, completeness, and consistency of the data, and the analysis and visualization techniques used. Furthermore, a good literature review should provide a balanced overview of the current state of the art, highlight limitations, and justify the need and significance of the study. Lastly, it is essential to acknowledge and address the limitations of a study to maintain its validity and provide suggestions for further research (Price & Murnan, 2004).

Studies by Kim (2023) emphasize the importance of methodological rigour when reviewing quantitative studies within a single research study. The research highlights the challenges and strategies involved in synthesizing diverse methodological approaches to ensure the validity and reliability of research findings, particularly in the context of exploring the impact of international work experience on career success. Drawing on human capital theory, research by Andresen et al. (2021) examines the relationship between international work experience and individuals' career success. This study underscores the significance of methodological considerations in establishing a robust link between international work experiences and career outcomes, emphasizing the need for clear research designs and appropriate data analysis techniques to elucidate this relationship effectively.

Exploring expatriate compensation from an individual perspective, a dissertation by Tornikoski (2011) delves into the complexities of total reward packages and the impact of monetary and non-monetary incentives on expatriates'

career decisions. This research highlights the methodological challenges in studying international compensation practices, emphasizing the need for comprehensive analyses that consider the diverse factors influencing expatriates' career trajectories.

Exploring future research directions in the realm of international work experience and its impact on career success requires a comprehensive understanding of the existing literature and the gaps that need to be addressed. Drawing insights from the provided sources, this literature review delves into potential avenues for future research to enhance the understanding of how international work experiences influence individuals' career trajectories positively.

Addressing the Gap in International Research Experiences: Research by Schneider, Grau, and Ariaratnam (2023) highlights the need for additional studies focusing on international research experiences for graduate students. While existing literature predominantly centres on study abroad experiences, there is a lack of comprehensive analysis regarding the impacts of international research experiences on students' research and dissertations. Future research should delve deeper into the effects of research experiences on students' academic and professional development, providing valuable insights into the unique benefits of engaging in international research endeavours. Insights from Schneider et al. (2023) underscore the importance of measuring competencies impacted by international experiences, such as intercultural competence, personal development, and professional growth.

Future research should focus on developing robust methodologies to assess the impact of international work experiences on individuals' competencies comprehensively. By incorporating diverse methods, sources, and theories, researchers can ensure low bias and strong implications in their studies, leading to a more nuanced understanding of the outcomes associated with international work experiences. The literature review by Schneider et al. (2023) emphasizes the necessity of tailoring specific learning outcomes and assessment methods for international interventions. Current studies often fail to capture the distinct competencies students can gain abroad, relying heavily on subjective opinions that may not accurately measure learning outcomes. Future research should prioritize the development of assessment tools with content validity and empirical strength to effectively measure

the impact of international work experiences on student development and career success.

Table 1. *Studies that are related to the problem of the thesis*

Year	Author(s)	Title	Study Determination
2001	Goleman, D., Boyatzis, R., & McKee, A.	Primal leadership: The hidden driver of great performance	Strong relationship between emotional intelligence and organizational Microclimate
2002	Wong, C-S., & Law, K.S.	The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study	Weak relationship between emotional intelligence and organizational commitment
2004	Yoder, D.M.	Organizational climate and emotional intelligence: An appreciative inquiry into a 'leaderful' community college	Strong relationship between emotional intelligence and organizational microclimate
2007	Milhoan, P.L.	Emotional intelligence competencies of department chairs in the West Virginia state Community College System and their faculty members' perceptions of organizational climate	Absent relationship between emotional intelligence and organizational microclimate
2007	Kumar, B.P., & Giri, V.N.	Organizational Commitment, Climate and Job satisfaction: An Empirical Study	Strong relationship between organizational microclimate and organizational commitment

Year	Author(s)	Title	Study Determination
2007	Lok, P. et al.	Antecedents of job satisfaction and organizational commitment and the mediating role of organizational subculture	Strong relationship between organizational microclimate and organizational commitment
2007	Colquitt, J.A., Scott, B.A., & LePine, J.A.	Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk-taking and job performance	Strong relationship between organizational commitment and organizational trust
2008	Guleryuz, G. et al.	The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey	Absent relationship between emotional intelligence and organizational commitment
2009	Momeni, N.	The relation between managers' emotional intelligence and the organizational climate they create	Strong relationship between emotional intelligence and organizational microclimate
2010	Barczak, G., Lassk, F., & Mulki, J.	Antecedents of team creativity: An examination of team emotional intelligence, team trust and collaborative culture	The level of relationship between emotional intelligence and organizational trust is not specified
2012	Awwad, M.S., & Ali, H.K.	Emotional intelligence and entrepreneurial orientation: The moderating role of organizational climate and employees	Weak relationship between emotional intelligence and organizational microclimate

Year	Author(s)	Title	Study Determination
2012	Nikolaou, I., & Tsaousis, I.	Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment	Weak relationship between emotional intelligence and organizational commitment
2013	Jyoti, J.	Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model	Strong relationship between organizational microclimate and organizational commitment
2014	Utami, A.F., Bangun, Y.R., & Lantu, D.C.	Understanding the Role of Emotional Intelligence and Trust to the Relationship between Organizational Politics and Organizational Commitment	Weak relationship between emotional intelligence and organizational commitment
2015	Hamidianpour, F. et al.	The influence of emotional intelligence and organizational climate on creativity and entrepreneurial of small to medium-sized enterprises	Weak relationship between emotional intelligence and organizational microclimate
2015	Du Plessis, M., Wakelin, Z., & Nel, P.	The influence of emotional intelligence and trust on servant leadership	The level of relationship between emotional intelligence and organizational trust is not specified
2015	Christie, A.M., Jordan, P.J., & Troth, A.C.	Trust antecedents: Emotional intelligence and perceptions of others	The level of relationship between emotional intelligence and organizational trust is

Year	Author(s)	Title	Study Determination
			not specified
2016	Rezvani, A. et al.	Manager emotional intelligence and project success: The mediating role of job satisfaction and trust	Strong relationship between emotional intelligence and organizational trust
2016	Stephens, J.P., & Carmeli, A.	The positive effect of expressing negative emotions on knowledge creation capability and performance of project teams	The level of relationship between emotional intelligence and organizational trust is not specified
2016	Ravishankar, K. et al.	Exploring The Linkage between Organizational Climate to Job Satisfaction, Culture, Commitment and Performance	Absent relationship between organizational microclimate and organizational commitment
2017	Maamari, B.E., & Majdalani, J.F.	Emotional intelligence, leadership style and organizational climate	Weak relationship between emotional intelligence and organizational microclimate
2017	Ahluwalia, A.K., & Preet, K.	The influence of organizational commitment on work motivation: A comparative study of state and private university teachers	Weak relationship between organizational commitment and organizational trust
2019	Rezvani, A., Barrett, R., & Khosravi, P.	Investigating the relationships among team emotional intelligence, trust, conflict and team performance	Relationship between emotional intelligence and organizational trust is not specified
2019	al Ghazo, R.H.,	Emotional intelligence and	Weak relationship

Year	Author(s)	Title	Study Determination
	Suifan, T.S., & Alnuaimi, M.	counterproductive work behavior: The mediating role of organizational climate	between emotional intelligence and organizational microclimate
2021	Ahad, R. et al.	Work attitude, organizational commitment and emotional intelligence of Malaysian vocational college teachers	Weak relationship between emotional intelligence and organizational commitment
2022	Atalay, M.O., Birincioglu, N., & Acuner, T.	Effect Of Perceived Organizational Support And Organizational Trust On Young Academics' Organizational Commitment	Strong relationship between organizational commitment and organizational trust

Reference: Created by the author based on articles related to the problem of the Master's thesis.

According to the literature analysis completed, there were no relevant studies found that would take into account the moderating effect of emotional intelligence on the relationship between organizational microclimate and organizational trust and the mediating effect of organizational trust on the relationship between organizational microclimate and organizational commitment. Furthermore, the previous studies about organizational microclimate and its relationship with other variables are not sufficiently conclusive and systematic. Therefore, this condition particularly confirms the novelty of this master thesis.

2. RESEARCH METHODOLOGY FOR INVESTIGATING THE IMPACT OF INTERNATIONAL WORK EXPERIENCE ON CAREER SUCCESS

Introduction to Research Methodology

The primary objective of this empirical research is to explore the intricate relationship between international work experience (IWE) and career success. The study aims to delve into the multifaceted impact of diverse factors associated with international work experiences on individuals' professional trajectories.

2.1 Purpose of the Empirical Research

The primary objective of this empirical research is to explore the intricate relationship between international work experience (IWE) and career success. The study aims to delve into the multifaceted impact of diverse factors associated with international work experiences on individuals' professional trajectories. It seeks to elucidate the extent to which international work experiences contribute to skill enhancement, personal development, and avenues for career advancement. Through a comprehensive analysis, the research aims to unravel the nuanced dynamics underlying the influence of IWE on individuals' career journeys, providing valuable insights for both academic discourse and practical application in a professional setting.

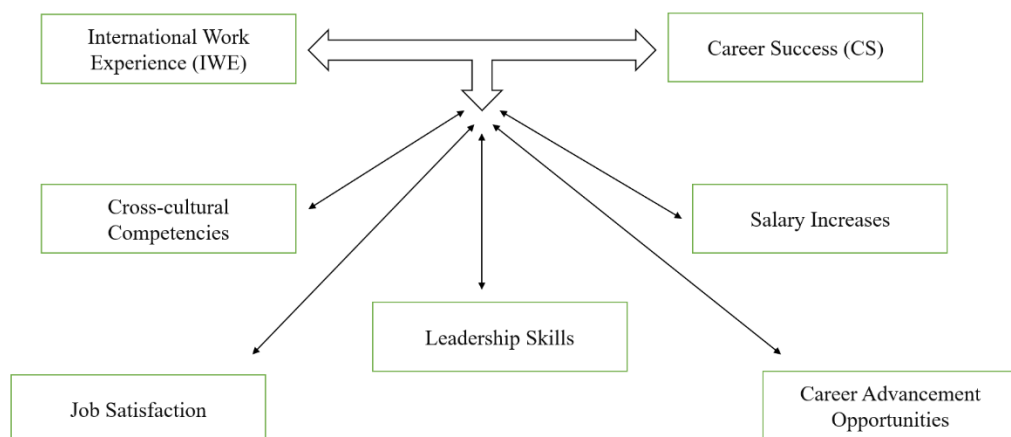
The respondents of this study are professionals who have gained experience internationally. They include expatriates, business travellers, international assignees, repatriates, and remote workers. The study employs a combination of purposive and snowball sampling methods to ensure a reliable, robust, and statistically significant analysis, targeting a sample size of 300 respondents.

2.2 Theoretical Framework

The literature on skills and competencies developed through international work experiences is enriched by theoretical frameworks such as the Social Cognitive Career Theory, Cultural Intelligence Theory, and Global Leadership Competencies Model. These frameworks provide a theoretical foundation for understanding how international experiences shape individuals' skill sets, competencies, and career trajectories in a globalized world (Seibert, Akkermans, & Liu, 2024).

The country in which research is conducted holds significant importance for interpreting results, as local economic, cultural, and industry contexts often shape professional experiences and career outcomes. In Lithuania, a European Union member with growing global business engagement, the impact of international work experience may be viewed differently than in non-EU countries, affecting career success factors such as cross-cultural competencies, language skills, and adaptability to foreign markets (OECD, 2022). Furthermore, Lithuania's unique blend of Eastern European heritage and Western European economic influences could shape respondents' perspectives on career advancement, cultural adaptability, and professional aspirations (ICMPD, 2021). Understanding these contextual nuances is essential to delivering accurate interpretations and practical recommendations for career success within Lithuania.

Figure 1. Abstract model



Source: compiled by the author

Personality Traits and Career Success: The Five-Factor Model (FFM) of personality, encompassing traits like Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness, has been extensively studied about career success. Research has shown that specific personality traits are associated with various aspects of career outcomes, such as job performance, income levels, and job satisfaction (Sutin et al., 2009). For instance, conscientious individuals tend to report higher job satisfaction and incomes, while emotionally stable individuals exhibit better job performance and satisfaction (Sutin et al., 2009).

The literature highlights a dynamic interaction between personality traits and career success, suggesting that individual characteristics can shape career trajectories and outcomes. Personality traits have been linked to both extrinsic (objective) and intrinsic (subjective) dimensions of career success. Extrinsic success includes factors like income, occupational prestige, and ascendancy, while intrinsic success pertains to subjective evaluations such as job satisfaction and fulfilment (Judge et al., 1999). Understanding the longitudinal dynamics of personality traits and career outcomes is crucial for comprehensively analyzing the influence of individual characteristics on professional development.

2.3 The Empirical Model of the Research

After analyzing the scientific literature, an empirical model was created to guide the study. This model examines the impact of international work experience (IWE) on career success through various mediating and moderating factors.

Stages of the Research:

1. **Literature Review:** Specifies the most important concepts, dimensions, and aspects of international work experience, career success, skill enhancement, personal development, and career advancement. The review also includes previous studies where connections between these variables are described.
2. **Quantitative Research:** Involves conducting an anonymous questionnaire survey hosted on an online platform like Qualtrics, designed to gather data from professionals with international work experience.
3. **Data Analysis:** Data obtained from the survey will be processed using statistical analysis software such as SPSS. The analysis will include descriptive statistics, regression analysis, and tests for mediation and moderation effects.

2.4 Formulation of Hypotheses or Research Questions

The study will establish hypotheses to scrutinize the associations among various variables.

2.4.1 Hypotheses of the Research:

Hypothesis 1 (H1) - International work experience increases the levels of cross-cultural competencies.

International work experience plays a crucial role in enhancing cross-cultural competencies, which include skills such as cultural awareness, communication across cultures, and the ability to adapt to different cultural contexts. When individuals engage in work environments that require them to navigate diverse cultural norms, they are compelled to develop a deeper understanding of cultural differences and similarities. Research suggests that exposure to different cultural settings not only broadens an individual's perspective but also enhances their ability to interact effectively with people from various cultural backgrounds (Johnson et al., 2006; Tarique & Takeuchi, 2008). These competencies are vital in today's globalized work environment, where cross-cultural interactions are increasingly common. Exposure to different work practices, languages, and cultural nuances enables individuals to refine their communication strategies and develop a global mindset, which is indispensable for successful international collaborations (Ang & Van Dyne, 2008).

Hypothesis 2 (H2) - International work experience is positively associated with increased opportunities for career advancement.

International work experience is increasingly recognized as a significant asset in career advancement. Organizations value employees who have experience working in diverse environments as they bring a unique set of skills, including adaptability, global business acumen, and an expanded professional network. Studies have shown that individuals with international work experience often find themselves in better positions to advance their careers compared to those without such experience (Carpenter, Sanders, & Gregersen, 2001). This is because international experience is often associated with enhanced leadership skills, strategic thinking, and the ability to manage complex situations, which are critical for higher-level positions within organizations. Furthermore, employers tend to favour candidates with global exposure for roles that require international collaboration or expansion, thereby increasing their chances of career progression (Doherty & Dickmann, 2013).

Hypothesis 3 (H3) - International work experience has positive correlation with career success.

Career success is often measured through various indicators such as job satisfaction, professional recognition, and financial rewards. International work experience is believed to contribute significantly to these aspects of career success. For instance, employees with international experience are likely to report higher job satisfaction due to the enriching nature of working in diverse cultural contexts and the opportunities for personal and professional growth (Suutari & Mäkelä, 2007). Additionally, international experience is frequently associated with professional recognition, as it reflects an individual's ability to thrive in challenging environments, thus enhancing their reputation within their field. Lastly, the financial benefits of international work experience are well-documented, with studies showing that individuals who have worked abroad often command higher salaries and experience faster salary growth than their peers (Cao, Hirschi, & Deller, 2012).

Hypothesis 4 (H4) - Cultural adaptability mediates the relationship between international work experience and career success.

Cultural adaptability refers to an individual's ability to adjust their behaviors and attitudes to align with the cultural norms of the environment in which they are operating. It is a critical competency for those working in international settings. The relationship between international work experience and career success is not direct but is often mediated by an individual's level of cultural adaptability. When individuals possess a high degree of cultural adaptability, they are better able to leverage their international experience to achieve career success, as they can effectively navigate the complexities of cross-cultural interactions and build stronger professional relationships (Shaffer et al., 2006). This adaptability enables them to apply their international experience in ways that enhance their job performance, thereby increasing their chances of career advancement and recognition (Leung, Maddux, Galinsky, & Chiu, 2008).

Hypothesis 5 (H5) - Organizational support moderates the relationship between international work experience and career success.

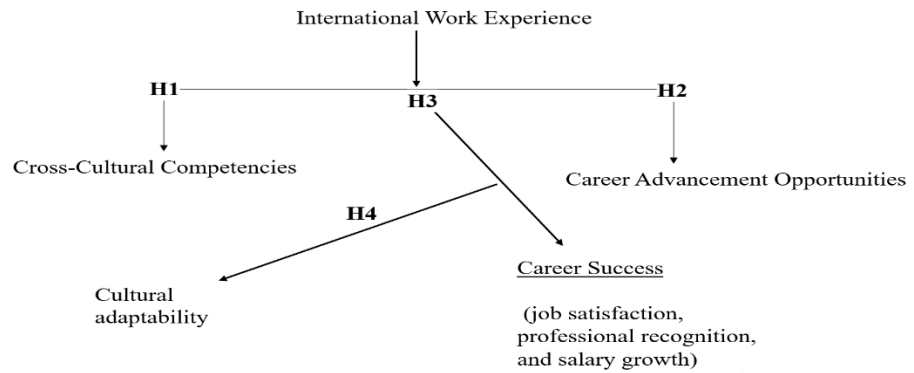


Figure 1: Thesis hypothesis proposal

Source: Compiled by the author

2.4.2 Research Questions:

- How does international work experience influence career success?
- What are the specific competencies and skills acquired through international work experience that contribute to career success?
- How does the duration and frequency of international work experience impact career success?

2.4 Structure of the Questionnaire, Sample of Respondents, and Methods of Data Analysis

Table 2. *The structure of the research questionnaire*

Questionnaire	Authors	Name	Nr of Statements	Cronbach Alpha
International Work Experience	Andresen, Biemann, Suutari	International Work Experience Scale	10	0.890
Career Success	Heslin, Judge	Career Success Scale	12	0.910
Cross-Cultural	Bird,	Cross-Cultural	8	0.870

Questionnaire	Authors	Name	Nr of Statements	Cronbach Alpha
Competencies	Mendenhall	Competency Scale		
Leadership Qualities	Jokinen	Leadership Quality Scale	7	0.880
Information about the Respondent	-	Gender, Age, Position, etc.	5	-

Reference: Created by the author based on authors mentioned in the table.

2.5 Scales' presentation and reasoning

The Likert scale's widespread adoption in educational and social sciences research underscores its effectiveness in capturing nuanced respondent attitudes. However, it's essential to recognize that while the scale provides ordinal data, the intervals between response options may not be equal, which can influence the choice of statistical analyses (Joshi A., et. al., 2015).

Characteristics of the Likert Scale: Respondents are presented with a statement and asked to rate their level of agreement on a scale, usually ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale can be adapted to various research topics, including job satisfaction, cross-cultural competencies, and perceptions of career success. Researchers can use this scale to assess different dimensions of a concept by including multiple statements related to that concept.

Data collected using Likert scales can be easily analyzed using statistical methods. Researchers can calculate mean scores, perform factor analysis to assess the structure of the scale or conduct regression analysis to test relationships between variables. For example, in a study on the impact of international work experience on career success, respondents might be asked to rate statements like "My international work experience has significantly contributed to my career advancement" using a Likert scale. The responses can then be analyzed to determine the extent to which international work experience correlates with perceived career success.

This makes the Likert scale an effective and reliable tool for capturing nuanced

attitudes and perceptions in survey research.

2.6 Research Method: Quantitative Approach

The quantitative research method is particularly suited for this study on the "Impact of International Work Experience on Career Success" because it can systematically measure and analyze variables using numerical data. This approach allows for objective testing of hypotheses and the identification of relationships between variables such as international work experience, career success, cross-cultural competencies, and cultural adaptability.

Key Reasons for Choosing Quantitative Research:

1. **Objective Measurement:** Quantitative research provides a structured and systematic approach to data collection, ensuring that variables are measured objectively and consistently. This is crucial when trying to determine the impact of international work experience on career success, as it involves quantifying perceptions, behaviours, and outcomes.
2. **Generalizability:** The use of a large, representative sample in quantitative research enables the findings to be generalized to a broader population. In the context of this study, generalizability is important to ensure that the conclusions drawn about the effects of international work experience on career success apply to a wide range of individuals.
3. **Hypothesis Testing:** The quantitative approach is ideal for testing predefined hypotheses (e.g., individuals with international work experience will exhibit higher levels of career success). Statistical techniques such as regression analysis, correlation, and structural equation modelling can be employed to test these hypotheses and determine the strength and significance of relationships between variables.
4. **Data Analysis:** Quantitative methods allow for the application of various statistical analyses to interpret the data. This includes descriptive statistics to summarize the data, and inferential statistics to draw conclusions and make predictions about the population.

Instrument: Survey Questionnaire

The primary instrument for data collection in this study is a survey questionnaire. This tool is designed to gather quantitative data from respondents on key variables such as their international work experience, perceived career success, cross-cultural competencies, and cultural adaptability.

1. The questionnaire is designed to measure specific constructs related to the research hypotheses. Each section of the survey is tailored to capture data on the relevant constructs, ensuring that the questions align with the study's objectives. For example, questions related to career success might ask about job satisfaction, professional recognition, and salary growth.
2. The survey employs a Likert scale format, where respondents rate their level of agreement or disagreement with statements related to the key variables. This scale is effective for capturing the intensity of respondents' attitudes and perceptions. For instance, respondents might be asked to rate statements such as "My international work experience has significantly enhanced my cultural adaptability" on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree).
3. The survey includes questions on demographic variables such as age, gender, educational background, and years of professional experience. This information is important for understanding the context of the respondents' answers and for controlling for potential confounding variables in the analysis.
4. Before the full administration of the survey, pilot testing is conducted to ensure that the questions are clear, concise, and appropriately worded. This process helps identify any issues with the survey design and allows for adjustments to improve the reliability and validity of the instrument.
5. The survey includes an informed consent section, ensuring that respondents are aware of the purpose of the research, how their data will be used, and their rights as participants. Anonymity and confidentiality are maintained throughout the data collection process.

The survey questionnaire is structured into several sections, each corresponding to different aspects of the study:

1. Section 1: Demographic Information
 - Questions on age, gender, education, professional background, and duration of international work experience.
2. Section 2: International Work Experience (IWE)
 - Items measuring the extent, duration, and nature of international work experience (e.g., "I have worked in more than one country for over a year").
3. Section 3: Career Success (CS)
 - Items assessing job satisfaction, professional recognition, and salary growth (e.g., "My international work experience has positively influenced my career advancement").
4. Section 4: Cross-Cultural Competencies (CCC)
 - Items evaluating the ability to adapt and communicate across cultures (e.g., "I am effective in communicating with people from different cultural backgrounds").
5. Section 5: Cultural Adaptability (CA)
 - Items exploring flexibility in different cultural settings and openness to cultural differences (e.g., "I find it easy to adjust my behaviour in new cultural contexts").

Each section of the survey is carefully designed to ensure that respondents can easily understand and respond to the questions and that the data collected is suitable for rigorous quantitative analysis.

Conclusion:

The quantitative research method, supported by a well-designed survey questionnaire, is an effective approach for investigating the impact of international work experience on career success. This method allows for precise measurement and analysis, providing valuable insights into how international exposure influences career trajectories.

International Work Experience (IWE) Scale:

- I have completed at least one internship or job abroad. (1 - Strongly Disagree to 5 - Strongly Agree)
- My international work experience has positively impacted my career development. (1 - Strongly Disagree to 5 - Strongly Agree)
- I believe that my international experience has enhanced my employability. (1 - Strongly Disagree to 5 - Strongly Agree)

The International Work Experience Scale assesses the extent and impact of a person's work experience in a foreign country. It measures exposure to different cultural environments and how that experience contributes to personal and professional development. Due to their exposure to diverse work practices, individuals with international work experience are often expected to display better adaptability, global perspective, and enhanced problem-solving abilities.

Reference: Biemann, Torsten, & Nils Braakmann (2013). The impact of international experience on objective and subjective career success in early careers. Vol. 24, Issue, 18, Pages 3438-3456, SN - 0958-5192, doi: 10.1080/09585192.2013.775176

Career Success Scale:

- I am satisfied with my career achievements. (1 - Strongly Disagree to 5 - Strongly Agree)
- I feel that I have achieved my career goals. (1 - Strongly Disagree to 5 - Strongly Agree)
- I believe I have a successful career. (1 - Strongly Disagree to 5 - Strongly Agree)

The Career Success Scale measures various aspects of career satisfaction, achievement, and progression. It typically evaluates subjective and objective career outcomes such as salary growth, job satisfaction, promotions, and recognition. The scale helps researchers and organizations understand how individuals perceive their success and what factors contribute to their career fulfilment. This construct is key in linking factors like work experience and professional development with tangible career outcomes.

Reference: Bo SUN, Bo, & Zi-Jing ZENG (2014). Proactive Personality and Career Success: A Person-organization Fit Perspective. International Conference on Economic Management and Trade Cooperation (EMTC 2014)

Cross-Cultural Competency Scale:

- I can adapt my behaviour in different cultural situations. (1 - Strongly Disagree to 5 - Strongly Agree)
- I understand the cultural norms of other people. (1 - Strongly Disagree to 5 - Strongly Agree)
- I feel comfortable interacting with individuals from different cultures. (1 - Strongly Disagree to 5 - Strongly Agree)

The Cross-Cultural Competency Scale evaluates an individual's ability to understand, communicate, and work effectively with people from diverse cultural backgrounds. It measures knowledge of cultural differences, adapting behaviour in cross-cultural settings, and openness to learning about other cultures. Cross-cultural competency is critical for globalised workplaces, and individuals who score high on this scale are typically better suited for international roles and collaborations.

Reference: David C. Thomas (2017). Measuring Cultural Intelligence: Implications and Opportunities. Rutgers Business Review, Vol. 2, No. 2 205, page: 205-211.

Leadership Quality Scale:

- I provide a clear vision and direction for my team. (1 - Strongly Disagree to 5 - Strongly Agree)
- I inspire my colleagues to perform at their best. (1 - Strongly Disagree to 5 - Strongly Agree)
- I encourage creativity and innovation in my team. (1 - Strongly Disagree to 5 - Strongly Agree)

The Leadership Quality Scale, as measured by the Multifactor Leadership Questionnaire (MLQ), assesses various dimensions of leadership behaviour, particularly transformational and transactional leadership. Transformational

leadership, which is the focus of many leadership studies, includes elements such as providing a clear vision, inspiring and motivating followers, encouraging innovation, and offering personalized support. This scale is frequently used in organizational settings to evaluate the effectiveness of leadership and its impact on employee performance and organizational outcomes.

Reference: Rowold, Jens (2005). Multifactor Leadership Questionnaire. Mind Garden, Inc.

2.5 Sample of Respondents

The overall sample size will consist of professionals who have gained experience internationally. The sample size of respondents was determined using statistical requirements, with a 5% margin of error. The calculation involved multiplying the number of questions in the research questionnaire, which consists of 48 questions, by a factor of 5. Therefore, the study will require surveying approximately 300 respondents who are full-time employees in various sectors and have international work experience.

2.6 Reliability of the Questionnaire

Questionnaires created by researchers were selected to measure variables such as international work experience, career success, cross-cultural competencies, and leadership qualities. To check and evaluate the reliability of the questionnaires, Cronbach's alpha coefficients will be calculated based on the responses. For example, previous studies have shown high Cronbach alpha coefficients for similar scales, indicating high reliability of the data. Although some scales may have slightly lower coefficients, they are still considered high enough for the data to be used for further analysis. Since the Cronbach alpha coefficients of all questionnaires are expected to be higher than 0.8, the data can be considered reliable and used for further analysis.

2.7 Identification of Investigated Variables

The investigated variables include:

- **Independent variable:** International work experience

- **Dependent variables:** Career success indicators (e.g., promotions, salary increases, job satisfaction)
- **Mediating variables:** Cross-cultural competencies, leadership qualities
- **Moderating variables:** Career stage, organizational context

2.8 Reliability, Relevance, and Relationship of Variables

The reliability of the variables will undergo scrutiny through rigorous assessment utilizing established measurement scales and validation protocols. Each variable's relevance to the research objectives will be substantiated by referencing existing literature and theoretical frameworks. Statistical analyses will be employed to explore the relationships between variables, discerning their significance and magnitude.

2.9 Methods of Data Analysis:

Quantitative data will undergo analysis utilizing statistical software like SPSS. This analysis will encompass descriptive statistics, reliability checks, normality tests, comparison of means, regression analysis, as well as mediation and moderation tests. Specifically, descriptive statistics will summarize the basic features of the data, and the reliability indicators of the questionnaires will be checked by calculating Cronbach's alpha coefficients. Normality tests, including the Kolmogorov-Smirnov and Shapiro-Wilk tests, will be performed to ensure the data follows a normal distribution. T-tests and one-way ANOVA tests will be used to compare means between different groups. Regression analysis will be conducted to examine the relationships between variables. Additionally, mediation and moderation analysis will be carried out using the "Process" plugin by A. Hayes, with model 5 employed for data analysis.

This method is deemed most appropriate for several reasons rooted in theoretical foundations and the experiences of other researchers analyzing similar problems. The quantitative method approach allows for a comprehensive investigation of the research topic through quantitative data. Given the multifaceted nature of the relationship between international work experience and career success, employing quantitative surveys enables a holistic understanding of the phenomenon. Quantitative

surveys are instrumental in capturing large-scale data from a diverse sample, allowing for statistical analyses to identify patterns, correlations, and associations between variables.

2.10 Use of Primary Sources of Information

Carefully curated survey questions will be designed to acquire thorough insights into participants' international work experiences, career paths, and perspectives regarding career success. These inquiries will be strategically aligned with the research objectives and hypotheses, guaranteeing that the collected data is both relevant and valuable for the study's aims.

Primary Sources:

- **Surveys:** Distributed via LinkedIn, other professional networks, and additional social media platforms such as Facebook, Twitter, and Instagram.
- **Snowball Sampling Method**

The snowball sampling method will also be employed, encouraging respondents to refer other potential participants, thereby expanding the reach and diversity of the sample.

2.11 Research Model

The research will adopt a theoretical framework grounded in the notion of career capital, which suggests that individuals accrue a repertoire of valuable assets (e.g., skills, experiences, networks) throughout their professional journeys, thereby influencing their overall career success. This model will encompass various dimensions, including but not limited to cross-cultural competencies, leadership attributes, and pathways to career progression. By leveraging this theoretical lens, the study aims to comprehensively examine the intricate interplay between international work experiences and the accumulation of career capital, shedding light on the mechanisms through which such experiences shape individuals' professional trajectories.

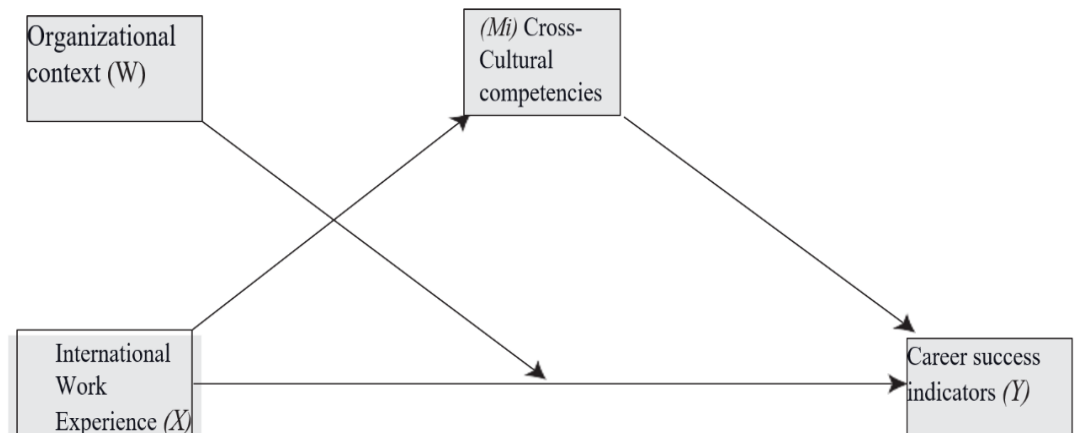


Figure 5. Research Model Created by the author based on academic literature and empirical research, *adapted from Hayes (2013)*

The research model illustrating the relationship between international work experience and career success encompasses various factors, including cross-cultural competencies, leadership skills, salary increases, job satisfaction, and career advancement opportunities. These factors are interconnected and play a crucial role in determining the impact of international work experience on career success. Cross-cultural competencies are essential for individuals working in international environments, as they enable them to interact effectively with people from different cultural backgrounds (Tornikoski, 2011). These competencies include communication skills, empathy, and adaptability, which contribute to building strong relationships and fostering a positive work environment. Leadership skills are another critical factor in career success, as they enable individuals to manage teams, make decisions, and drive organizational change (Sapro, 2022).

International work experience provides individuals with opportunities to develop and refine these skills, as they are exposed to diverse leadership styles and practices. Salary increases are a tangible outcome of career success, and international work experience can contribute to higher salaries due to the acquisition of specialized skills and knowledge (Tornikoski, 2011). This is particularly relevant in industries where international experience is highly valued, such as multinational corporations

and international organizations. Job satisfaction is an essential component of career success, as it is closely linked to employee motivation, engagement, and retention (Rodrigo, Suutari, & Dickmann, 2023). International work experience can contribute to job satisfaction by providing individuals with opportunities to broaden their horizons, develop new skills, and build international networks.

Career advancement opportunities are another critical factor in career success, as they enable individuals to progress in their careers and take on more senior roles (Tornikoski, 2011). International work experience can provide individuals with access to new opportunities and career paths, as they are exposed to different organizational structures, practices, and cultures. The research model illustrates the complex interplay between these factors and their impact on career success. It is essential to note that the relationship between these factors is not linear, and various contextual factors, such as industry, organization, and individual characteristics, can influence their relative importance.

3. THE ANALYSIS OF THE EMPIRICAL RESEARCH RESULTS

3.1 Demographic characteristics of the respondents

Respondents were requested to provide their gender, age, education, international work experience, current employment position, and firm size in order to ascertain their individual and organizational characteristics. Table 3 displays the combined results.

Table 3.

Demographics and work experience of the respondents (250)

Characteristics	Variable	N	Percentage %
Gender	Female	123	49.2
	Male	127	50.8
Age	Under 25	50	20
	25-34	80	32
	35-44	89	35.6
	45-54	29	11.6
	55 and Above	2	0.8
Qualification	Bachelor's degree	63	25.2
	Certification	11	4.4
	Master's degree	120	48
	Other	8	3.2
	PhD	48	19.2
International Work Experience	Yes	215	86
	No	35	14
Current Employment Status	Employed full-time	104	41.6
	Employed part-time	85	34.0
	Self-employed	37	14.8
	Unemployed	24	9.6
Duration of	Less than 1 year	94	37.6

International Work Experience	1-3 years	81	32.4
	4-6 years	50	20.0
	7-10 years	15	6.0
	More than 10 years	10	4.0

N= frequency

The percentage of male and female research participants was approximately the same, at 50.8% and 49.2%, respectively, as can be seen from the results displayed in Table 3. The majority of the 89 responders (35.6%) and 32% were in the 35–40 and 25–34 age groups. The majority of participants had Master’s degrees 120 (48%), 215 (86%) participants had international work experience and 104 (41.6%) participants were full time employed, as well as the results indicated that the frequency of duration of international work experience 81 (32.4%) participants had 1-3 years’ experience.

3.2 Internal consistency and reliability of scales

Although validated scales were utilized to create the research questionnaire, it is important to verify the internal consistency and reliability of the construct measuring scales included in the survey each time it is used (Tavakol & Dennick, 2011). The Cronbach alpha coefficient was computed for each scale and latent variable to confirm the scales' validity. Table 4 displays the obtained Cronbach alpha coefficient in relation to the Cronbach alpha provided by the original authors.

Table 4:

The comparison of Cronbach alpha coefficient for the measurement scales

Construct	Cronbach alpha reported by authors (α)	Cronbach alpha obtained (α)
International Work Experience		
Overall scale	0.890	0.922
Career Success		
Overall scale	0.910	0.931
Cross-Cultural Competencies		
Overall scale	0.870	0.902
Leadership Qualities		
Overall scale	0.880	0.922

The Cronbach alpha coefficients of the employed measurement scales are extremely similar to those provided by the authors, as indicated in Table 4. Every scale received a score of 0.94 or higher. Cronbach alpha more than 0.7 implies good validity and is dependable to employ in subsequent surveys, despite the fact that it can be impacted by overlapping items and the length of the construct (Tavakol & Dennick, 2011).

3.3 Assessment of data normality

To determine whether the data distribution was normal, data normality tests were performed. The Shapiro-Wilk and Kolmogorov-Smirnov tests were run. Table 5 displays the outcomes of both exams.

Table 5.*Test of Normality*

Variables	Kolmogorov – Smirnov test		Shapiro – Wilk test	
	Statistics	P value	Statistics	P value
International Work Experience	.161	.001	.892	.001
Career Success	.144	.001	.913	.001
Cross-Cultural Competencies	.143	.001	.915	.001
Leadership Qualities	.173	.001	.882	.001

To assess the normality of the data, both the Kolmogorov-Smirnov test and the Shapiro-Wilk test were conducted. The results of both tests indicated that the data for all variables significantly deviated from normality. The Kolmogorov-Smirnov test revealed a significant deviation from normality, $D(250)=.161, p<.001$. Similarly, the Shapiro-Wilk test showed a significant departure from normality, $W(250)=.892, p<.001$.

The Kolmogorov-Smirnov test of Career Success scale indicated a significant deviation from normality, $D(250)=.144, p<.001$. The Shapiro-Wilk test also revealed a significant departure from normality, $W(250)=.913, p<.001$.

The Kolmogorov-Smirnov test on Cross-Cultural Competencies showed a significant deviation from normality, $D(250)=.143, p<.001$. Similarly, the Shapiro-Wilk test indicated a significant departure from normality, $W(250)=.915, p<.001$.

The Kolmogorov-Smirnov test on Leadership Qualities revealed a significant deviation from normality, $D(250)=.173, p<.001$, while the Shapiro-Wilk test showed a

significant departure from normality, $W(250)=.882, p<.001$. Q-Q plots and Histogram are showed in Annex 2 and 3.

These results suggest that all four variables (International Work Experience, Career Success, Cross-Cultural Competencies, and Leadership Qualities) do not follow a normal distribution. The coefficients of skewness and kurtosis were analyzed in light of the individual and organizational characteristics of the mixed respondents in order to further assess the sample's data distribution's normalcy, as indicated in Table 6.

Table 6:

Skewness and Kurtosis of the variables

Variables	Skewness	Kurtosis
International Work Experience	-1.477	4.168
Career Success	-1.145	2.099
Cross-Cultural Competencies	-.916	3.787
Leadership Qualities	-1.346	5.134

The data is skewed, as indicated by Table 6, where the values of the coefficients of skewness and kurtosis fall between -1.5 and 5. Thus, in further analysis, statistical procedures for parametric data will be employed.

3.4 Descriptive statistics

The mean values of the concept show how survey participants felt about leadership qualities, cross-cultural competencies, career success, and international work experience. Table 7 lists the components' mean values, standard deviation, and the Likert scale that was employed for assessment.

Table 7:*The means, standard deviation, and scale values of the constructs*

Variables	N	M	SD	Scale Values	
				Min.	Max.
International Work Experience	10	39.73	6.684	1	5
Career Success	10	37.18	8.683	1	5
Cross-Cultural Competencies	10	40.05	5.904	1	5
Leadership Qualities	10	40.07	5.977	1	5

Note: N= Number of Items, M = Mean, SD = Standard Deviation

Considering that the computed mean of the respondents is greater than three (M=39.73) on a Likert scale from one to five, it can be inferred from the results in Table 7 that the sample's respondents have a perception of international work experience. With a mean Career Success score of M=37.18 on a Likert scale of 1 to 5, it can be inferred that respondents think their international work experience is valuable. Additionally, participants gave their Cross-Cultural Competencies a very high evaluation (M=40.05), indicating that their competences have increased and that they are trusted. Table 7's M=40.17 on Leadership Qualities indicates that the participants' leadership abilities were improved by their foreign job experience.

3.5 Distribution of demographic data

The independent samples T-test and one-way ANOVA tests were used to assess potential differences among respondents about how demographic traits affected employees' views of significant research variables. The gender, age, education, and international work experience of the respondents were taken into consideration while evaluating the disparities in international work experience, career success, cross-cultural competencies, and leadership qualities.

Table 8:*Evaluation differences of variables according to respondents' gender*

Variables	Male (n=127)		Female (n=123)		t-test		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>T</i>	<i>P</i>	<i>P (two sided)</i>
International Work Experience	39.27	6.55	40.09	6.82	.85	.563	.391
Career Success	37.29	6.56	37.05	7.15	-.27	.579	.781
Cross-Cultural Competencies	39.95	6.19	40.14	5.61	.25	.295	.796
Leadership Qualities	39.62	6.06	40.52	5.87	1.190	.871	.235

Note: M = Mean, SD = Standard Deviation, t = Magnitude of difference,

The data obtained in table 8, indicate that there were no significant differences in evaluations of International Work Experience, Career Success, Cross-Cultural Competencies, and Leadership Qualities between males and females. The results indicate no statistically significant gender differences across any of the four variables. All p-values exceed the conventional threshold for significance ($p < .05$), suggesting that male and female participants perform similarly on these measures.

Evaluation of variables according to size of company

A one-way analysis of variance (ANOVA) was conducted to examine the differences in Career Success, Cross-Cultural Competencies, and Leadership Qualities among four group sizes: Small (n=134), Medium (n=59), Large (n=30), and Very Large (n=27).

Table 9:

Evaluation differences of variables according to respondents' size of the company

Variables	Small (134)		Medium (59)		Large (30)		Very Large (27)		One Way ANOVA	
	M	SD	M	SD	M	SD	M	SD	F	p
Career Success	37.78	6.01	36.24	8.5	35.03	7.13	38.63	5.87	2.12	.097
Cross-Cultural Competencies	39.84	5.05	39.57	7.46	38.9	5.68	43.37	5.39	3.51	.016
Leadership Qualities	40.02	5.39	39.15	7.44	39.60	5.62	42.81	4.94	2.46	.063

The analysis revealed no significant differences in Career Success scores among the four groups, $F(3,246)=2.12$, $p=.097$. There was a statistically significant difference in Cross-Cultural Competencies among the four groups, $F(3,246)=3.51$, $p=.016$. No significant differences were found in Leadership Qualities among the four groups, $F(3,246)=2.46$, $p=.063$.

Evaluation of variables according to respondent's age groups

A one-way analysis of variance (ANOVA) was conducted to examine the differences in Career Success, Cross-Cultural Competencies, and Leadership Qualities across five age groups: Under 25 ($n=50$), 25–34 ($n=80$), 35–44 ($n=89$), 45–54 ($n=29$), and Above 55 ($n=2$).

Table 10:*Evaluation differences of variables according to respondents' age group*

Variables	Under 25 (50)		25-34 (80)		35-44 (89)		45-54 (29)		Above 55 (2)		One Way ANOVA	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	p
Career Success	36.62	6.68	36.17	6.80	38.11	7.04	38.82	5.90	26.0	1.41	2.75	.029
Cross-Cultural Competencies	38.72	5.39	40.63	5.79	40.26	6.35	40.48	5.38	33.50	4.94	1.53	.194
Leadership Qualities	38.82	5.37	40.06	5.91	40.71	6.41	40.24	5.87	40.50	3.53	0.81	.517

There was a statistically significant difference in Career Success scores across age groups, $F(4,245)=2.75$, $p=.029$. The analysis revealed no significant differences in Cross-Cultural Competencies across the age groups, $F(4,245)=1.53$, $p=.194$. No significant differences were found in Leadership Qualities across the age groups, $F(4,245)=0.81$, $p=.517$.

Evaluation of variable according to respondents' education

A one-way ANOVA test was used to see whether respondents' assessments of the factors varied significantly based on the level of education they had received. PhD ($n=48$), Master's ($n=120$), Bachelor's ($n=63$), Certification ($n=11$), and Others ($n=8$).

Table 11:*Evaluation differences of variables according to respondents' education*

Variables	Bachelor's (63)		Certification (11)		Master's (120)		Others (8)		PhD (48)		One Way ANOVA	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	p
Career Success	37.49	6.15	36.54	6.66	35.86	7.69	38.25	4.94	40.02	4.76	3.39	.010
Cross-Cultural Competencies	39.76	5.76	38.27	3.60	40.40	6.60	41.25	6.06	39.72	4.55	0.51	.728
Leadership Qualities	40.55	5.85	40.36	7.97	39.89	6.62	40.87	3.27	39.68	4.15	0.22	.927

The analysis revealed a statistically significant difference in Career Success scores across educational qualification groups, $F(4,245)= 3.39$, $p=.010$. No significant differences were found in Cross-Cultural Competencies across the educational qualification groups, $F(4,245)=0.51$, $p=.728$. The analysis showed no significant differences in Leadership Qualities across educational qualification groups, $F(4,245)=0.22$, $p=.927$. A significant difference was found in Career Success ($p=.010$), suggesting educational qualifications may influence perceptions of career success. No significant differences were found in Cross-Cultural Competencies ($p=.728$) or Leadership Qualities ($p=.927$).

3.6 Evaluation of mediating effects of cultural compatibility on IV international work experience and DV career success

A mediation analysis was conducted to assess the role of cross-cultural competencies (CCC) in mediating the relationship between international work experience (IWE) and career success. The results of the regression analysis are presented in Table 10.

Table 12.*Regression coefficient of international work experience and career success*

Variables	<i>B</i>	95% CI	β	<i>SE</i>	R^2	ΔR^2
Step 1					.23	.23***
Constant	17.55	13.03, 22.08		2.29		
IWE	.49	.38, .61	.48***	.06		
Step2					.28	.05***
Constant	11.60	6.27, 16.92		2.70		
IWE	.34	.21, .47	.33***	.07		
CCC	.30	.15, .45	.26***	.08		

Note: CI = Confidence Interval, *** $p < .001$, IWE=International Work Experience, CCC= Cross Cultural Competencies

The mediation analysis shows that IWE have a direct effect on the outcome variable, with a portion of this effect being mediated by CCC. IWE has a strong direct effect ($B = 0.49$, $\beta = 0.48$) on the outcome in Step 1, and while this effect is reduced ($B = 0.34$, $\beta = 0.33$) in Step 2, it remains significant. This reduction suggests that CCC accounts for some of the variance in the outcome that was originally attributed to IWE. The effect of CCC in Step 2 is significant ($B = 0.30$, $\beta = 0.26$), indicating that CCC plays a meaningful role in the outcome. This suggests a partial mediation model, where CCC partially explains the relationship between IWE and the outcome variable. In Step 2, the coefficient for IWE is 0.34, with a 95% CI of (0.21, 0.47) and a standardized beta (β) of 0.33, which is also statistically significant at $p < .001$. The reduction in the coefficient from Step 1 (0.49 in Step 1 to 0.34 in Step 2) indicates

that some of the effect of IWE on the outcome variable is mediated by the CCC variable, but IWE still maintains a significant effect on the outcome. The coefficient for CCC is 0.30, with a 95% CI of (0.15, 0.45) and a standardized beta (β) of 0.26, which is statistically significant at $p < .001$. This suggests that CCC significantly contributes to explaining variance in the outcome variable, and its effect is independent of the direct effect of IWE.

3.7 Research results summary and discussion

The study included 250 respondents. The gender distribution was nearly equal, with 49.2% female and 50.8% male participants. The largest age group was 35–44 years (35.6%), followed by 25–34 years (32%). In terms of educational qualifications, most participants had a Master's degree (48%), and 19.2% held a PhD. 86% of the participants reported having international work experience, with the majority (32.4%) having 1–3 years of international experience. Regarding employment status, 41.6% were employed full-time.

The internal consistency of the scales was assessed using Cronbach's alpha. The Cronbach's alpha values for each scale were greater than 0.90, indicating excellent reliability. The Cronbach's alpha values obtained in this study were consistent with those reported by the original authors, confirming the scales' validity for use in this research.

The Kolmogorov-Smirnov and Shapiro-Wilk tests of normality indicated that the data were not normally distributed ($p < .05$). The skewness and kurtosis coefficients were also assessed, and the values ranged from -1.5 to 5, suggesting that the data were skewed, justifying the use of parametric tests in subsequent analyses.

Table 7 presents the means and standard deviations for the key variables: International Work Experience, Career Success, Cross-Cultural Competencies, and Leadership Qualities. Respondents generally rated International Work Experience highly ($M=39.73$), indicating they found it valuable. Similarly, participants evaluated their Career Success ($M=37.18$) and Leadership Qualities ($M=40.07$) positively. Cross-Cultural Competencies were also rated high ($M=40.05$), suggesting respondents perceived themselves as competent in cross-cultural interactions.

An independent samples t-test was conducted to examine gender differences in the four variables. No significant differences were found in International Work Experience ($t(248) = 0.85, p = .563$), Career Success ($t(248) = -0.27, p = .781$), Cross-Cultural Competencies ($t(248) = 0.25, p = .796$), or Leadership Qualities ($t(248) = 1.19, p = .235$). These results suggest that male and female respondents performed similarly on these measures.

A one-way analysis of variance (ANOVA) was conducted to examine differences based on company size. Career Success did not show significant differences across company sizes ($F(3,246) = 2.12, p = .097$). However, a significant difference was found in Cross-Cultural Competencies ($F(3,246) = 3.51, p = .016$), with employees in larger companies scoring higher. No significant differences were found in Leadership Qualities ($F(3,246) = 2.46, p = .063$).

ANOVA revealed a significant difference in Career Success scores across age groups ($F(4,245) = 2.75, p = .029$), with older age groups reporting higher career success. However, there were no significant differences in Cross-Cultural Competencies ($F(4,245) = 1.53, p = .194$) or Leadership Qualities ($F(4,245) = 0.81, p = .517$).

A one-way ANOVA was used to assess differences across educational levels. A significant difference was found in Career Success scores across education groups ($F(4,245) = 3.39, p = .010$), with PhD holders reporting higher career success. However, no significant differences were found in ($F(4,245) = 0.51, p = .728$) or Leadership Qualities ($F(4,245) = 0.22, p = .927$).

The findings suggest that Career Success is influenced by age and education, with older and more educated individuals perceiving greater success. Cross-Cultural Competencies are more affected by company size, with employees in larger companies showing higher ratings. Leadership Qualities appear to be consistent across demographic groups and are not influenced by gender, age, education, or company size. These results highlight the role of individual and organizational characteristics in shaping perceptions of work-related outcomes.

The results of regression coefficient indicate a partial mediation model, where cross-cultural competencies (CCC) partially mediate the relationship between international work experience (IWE) and career success. While IWE continues to have a significant direct effect on career success, CCC contributes independently and meaningfully to explaining the variance in the outcome. This suggests that individuals with higher cross-cultural competencies tend to experience greater career success as a result of their international work experience.

CONCLUSIONS AND RECOMMENDATION

1. It emphasizes how important international work experience is in determining one's success in the workplace. Career outcomes are directly impacted by the development of crucial cross-cultural competences and the expansion of career growth options. By improving people's talents, expanding their networking potential, and fostering a global attitude, exposure to international work has a favorable impact on career paths. Increased skill sets, network growth, and the development of a global mindset are mediating elements that have a major impact on job success. Individual traits like initiative and flexibility also affect how well a person can use foreign job experience to advance their career.
2. The findings of this study highlight the significant role of international work experience (IWE) in enhancing career success, leadership qualities, and cross-cultural competencies. Specifically, IWE was found to positively influence career success, with participants reporting higher levels of leadership skills and a greater sense of cultural adaptability, which was partially mediated by cross-cultural competencies. This aligns with previous research suggesting that international exposure is an effective means of developing both soft and hard skills crucial for career advancement (Ng, Van Dyne, & Ang, 2009).
3. The study explored the links between international work experience, cross-cultural competences, career success, and leadership qualities among professionals. The results show that working abroad greatly improves cross-cultural competences, which in turn have a beneficial impact on leadership traits and career success. This is consistent with earlier studies that found exposure to culturally varied surroundings during international work experiences helps people strengthen their strategic thinking and leadership skills.
4. However, the study also acknowledges the significance of factors including technology infrastructure, supportive leadership, and organizational culture. Given that companies need to provide the infrastructure and support necessary for workers to integrate their global competencies into the workplace, these elements have the potential to either enhance or hinder the success that comes from working abroad.

5. Professionals with international work experience have the opportunity to develop broad networks and leadership skills in addition to navigating a variety of cultural environments. Together, these elements improve professional success, as demonstrated by how well individual competencies match organizational requirements.
6. However the study also emphasizes how critical it is to tackle issues like cultural adjustment and applying international expertise in home settings. Maximizing the advantages of overseas assignments requires a focus on both regulating elements, such as organizational culture and supportive leadership, and mediating factors, such as skill development and attitude enhancement.
7. Additionally, demographic factors such as age and education level were found to influence career success perceptions, with older and more highly educated participants reporting higher career success scores. This finding echoes earlier studies that have noted the impact of educational background and experience on career outcomes (Judge & Kammeyer-Mueller, 2012). Organizational characteristics, particularly company size, were found to affect cross-cultural competencies, with employees in larger organizations reporting more significant development in this area.

Recommendations

1. Qualitative research on this area should be conducted in order to obtain in-depth understanding of the phenomena.
2. Future researches should be carried out with large sample sizes for better generalizability of results.
3. Future researches should collect data from other cities obtaining an equal representative sample of other cities obtaining more comprehensive results.
4. The phenomena of career success and job satisfaction have been increasing day by day which puts greater responsibility over the shoulders of organizational structure for greater understanding and recognition of the problem as it remains neglected in work environment.
5. The scales can be used as subscales and correlation between subdomains of the variables should be assessed for detailed understandings of the variables.

6. The causal relationship between subdomains can be measured by sub-scales of the present study that can help better understanding of the effects of variables on an individuals' life.
7. Organizations should cultivate a positive culture through clear communication, leadership development, and shared values, as this enhances job satisfaction and commitment.
8. Given the cross-sectional nature of the current study, future research could benefit from longitudinal designs to examine the long-term effects of organizational support on job satisfaction and career success.

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