

# Exploring Intercultural Adjustment Of Self-Initiated Expatriates: A Study Of Brazilians In Portugal

1 Dora Martins  
2 \*Susana Silva  
3 Quéren Silva

1 CEOS.PP, ISCAP, Polytechnic of Porto, Porto, Portugal and GOVCOPP, University of Aveiro, Aveiro, Portugal  
2 \*CEOS.PP, CiTUR, ESHT, Instituto Politécnico do Porto, Vila do Conde Portugal  
3 ISCAP, Instituto Politécnico do Porto, Porto, Portugal

## Abstract

Self-initiated expatriation is a widespread phenomenon that has gained limited attention, in particular related to some countries and industries. Recent literature indicates that the hospitality industry is looking for talent beyond national boundaries. The main goal of this study is to understand the experiences of Brazilian self-initiated expatriates (SIEs) residing in Portugal. We are studying how individuals adjust to the job market and Portuguese society, to identify factors that help or hinder their integration into a country known as "sister nations."

The methodology employed in this study involved a qualitative approach to comprehensively investigate the experiences of Brazilian SIEs living in Portugal. A semi-structured interview script was administered to the participants, focusing on their perceptions of cultural adjustment in the country.

The findings of this research indicate that adapting to the intercultural environment in Portugal can be quite difficult in terms of professional development. Building social connections and being part of the SIE communities is crucial for a smooth transition and integration into the country. The perception of acceptance by the local community varies, with some individuals reporting positive experiences while others encounter prejudice and discrimination. Participants mentioned that the main challenge in finding work in Portugal is the recognition of degrees in certain fields of study. The final section outlines the study's limitations and suggests future research directions, with a specific focus on SIEs in Portugal.

## Keywords

Expatriation, Intercultural Adjustment, Self-Initiated Expatriates, Brazilian Community, Hospitality, Work Abroad, Qualitative Approach, Portuguese Cultural Context.

## 1. Introduction,

Even though there is increasing research on self-initiated expatriation, Haldorai and colleagues (2021) stress the importance of further studying SIEs. This includes understanding intercultural adjustment, especially in sectors that require attracting workers across borders and where intercultural adjustment is crucial for business success. Recent literature (Halim et al., 2019; Halim et al., 2020; Haldorai et al., 2021) highlights hospitality as one of the least studied sectors, despite its significant

cultural implications for various stakeholders such as ownership, workforce, and tourists.

In recent times, alternative forms of assignments, such as SIEs, that is, non-corporate international assignments, have been on the rise. SIEs are individuals who move to a country outside of their own and take up employment on local terms (Andresen et al., 2019; Suutari & Brewster, 2000; Martins, 2019; Pinto et al., 2020). The SIEs are responsible for the move and independently look for a job in a foreign country (Haldorai et al., 2021; McDonnell & Scullion, 2013) as well as they present complete autonomy in their international assignment process. (Pinto et al., 2020). The SIEs are motivated by various personal and professional reasons (Altman & Baruch, 2012), including career aspirations, personal development and cultural experiences (Pinto et al., 2020).

One of the critical factors for the success of SIEs is intercultural adjustment (Altman & Baruch, 2012; Haldorai et al., 2021). This process involves adapting to new cultures, work environments and lifestyles, which can be challenging. Various studies (Altman & Baruch, 2012; Haldorai et al., 2021; McDonnell & Scullion, 2013; Peltokorpi & Zang, 2022; Pinto et al., 2020) have shown that the ability to adjust interculturally is influenced by factors such as cultural intelligence, social and family support, and prior preparation for expatriation.

Currently, we know little about adjustment among SIEs, especially about Brazilian SIEs in Portugal. Brazil has been impacted by globalization and is expanding its market internationally. Due to its close proximity, Portugal is a top choice for Brazilians looking to come to work in this European country. Thus, it's important to consider the cultural differences between the two countries and the challenges that can arise when trying to integrate into a new society. It is important to consider the cultural differences between the two countries and the challenges that may arise when trying to integrate into a new society, in order to facilitate the process of adapting the individual to a new cultural environment, a new work environment and a new lifestyle.

In this context, we propose to answer the following question: What was the adaptation process like for Brazilian expatriates living in Portugal? We specifically want to explore how individuals adapt to the job market and Portuguese society and identify the factors that facilitate or impede their integration into a country known as "sister nations."

The research contributes to our understanding of the challenges SIEs face when moving to another country without structured organizational support. It expands our knowledge of the intercultural adjustment process. In the field of intercultural management, it provides insights to help define integration and orientation policies for SIEs in various geographical and cultural contexts. This research is particularly relevant to organisations that recruit Brazilian SIEs in Portugal but also to SIEs themselves. The next section presents literature on SIEs' scope as well as intercultural adjustment. Section three identifies the methodological approach, followed by the main results and finalized with the main conclusions.

## **2. Literature Review**

The advance of globalisation makes the process of internationalisation essential for companies' ability to develop and, in some cases, survive (Dickmann et al., 2016;

Haldorai et al., 2021). At the same time, the movement of people has increased significantly in recent years, especially among professionals who aspire to international careers. This international movement of professionals has become an important source of knowledge and innovation for the progress of companies that operate internationally and that see these professionals as an excellent expansion strategy (Zago et al., 2019) capable of guaranteeing the success of operations and expansion abroad (Freitas, 2011). In line with this argument, Bertolini & Larentis (2019) suggest that globalisation has instilled in companies the need to extend their borders and develop international policies that promote the skills of their employees to act more globally (Haldorai et al., 2021).

There are various ways of practising a profession on an international scale, and one of these ways is known as expatriation (Andresen et al., 2020; Briscoe & Schuler, 2004; Dickmann et al., 2016; Martins, 2019; Tran et al., 2019). Immigration, temporary relocation, moving between countries, business trips, international experiences of varying duration, permanent transfers, outsourcing and the creation of international career opportunities, or SIE are also options for those seeking an international career (Altman & Baruch, 2012; Briscoe & Schuler, 2004; Martins, 2019; Tran et al., 2019; Silva, 2022).

There are various ways of practising a profession on an international scale, and one of these ways is known as expatriation (Andresen et al., 2020; Briscoe & Schuler, 2004; Dickmann et al., 2016; Martins, 2019; Tran et al., 2019). Immigration, temporary relocation, moving between countries, business trips, international experiences of varying duration, permanent transfers, outsourcing and the creation of international career opportunities, or SIE are also options for those seeking an international career (Altman & Baruch, 2012; Briscoe & Schuler, 2004; Martins, 2019; Tran et al., 2019; Silva, 2022).

Martins (2019) suggests that self-initiated expatriation is associated with individuals who voluntarily move abroad independently and without organisational support, whether to work, study or travel, having the freedom to decide the duration of their international mission, referred to as SIEs (Andresen et al., 2020; Pinto et al., 2020; Tran et al., 2019). The mobility of SIEs is described as a choice made by individuals who decide on their own to go abroad, equipped with a variety of capitals such as networks, professional experiences and education that enable them to build successful careers (Alman, Y., & Baruch, Y., 2012; Andresen et al., 2020). SIEs are responsible for gathering information about what they can do, looking for suitable jobs and convincing employers of their qualifications, obtaining a work permit and managing the logistics of moving to another country themselves (Andresen et al., 2020; Dickmann et al., 2016; Sutari & Brewster, 2000).

Considering that recent literature (e.g. Haldorai et al., 2021) has shown that around 50-73% of the global expatriate population are SIEs, that is, individuals who not only move across countries but also switch organizations, making the adjustment more challenging (McDonnell & Scullion, 2013), one the other hand, as referred by Andresen and colleagues (2020:196), is crucial “better understanding SIEs, specifically those who have personal initiative, on how to attract, retain and manage them, will be critical to the success of organizations world-wide”. On the other hand, according to Dickmann and colleagues (2016), the motivation for living and working abroad among SIEs is less career-oriented and more focused on the desire for adventure, the opportunity to see the world, confidence in working and living abroad, the wish for excitement, family or social connections, and a desire to escape from their current way of life or job.

In line with this perspective, Cerdin and Selmer (2013) point out that because SIEs have a wider range of motivations, including personal development, exploration and knowledge of other cultures, they are likely to make additional efforts to adapt to new work and personal life contexts. In addition, SIEs who are more learning-orientated show persistence in their tasks and experiment with different strategies to integrate effectively into the host country, assimilating culturally appropriate values, norms, beliefs and

attitudes more quickly (Haldorai et al., 2021). However, SIEs are not always successful in their international assignments, as they can be conditioned in their career choices, being influenced by the attractiveness of international job offers for which they are not adequately qualified or have the required skills, and the market or family can be conditioning agents in their mobility decisions (Tran et al., 2019). However, a variety of literature (Black et al., 1991; McDonnell & Scullion, 2013; Hippler et al., 2015; Samarsky, 2023; Blanco & Golik, 2024) has suggested that intercultural adjustment is a determining factor in the success or failure of an international assignment.

Considering that adjustment is a positive emotional state that leads individuals to be more committed, resulting, on the one hand, in higher levels of performance and, on the other, in greater psychological comfort, reducing the pressure on expatriate workers (Haldorai et al., 2021), McDonnell & Scullion (2013:137) say that "there are various factors and implications for adjustment, such as when individual moves to a new country they are faced with uncertainty from the new culture, often resulting in some level of culture shock".

Hippler et al. (2015) point out that throughout the international assignment, the expatriate must adjust to various domains. On arrival in the host country, the SIE must adjust to the political system and the rules of public order. The economic and social domains can also be seen as creating difficulties for expats, as different cultures express different forms of social relations and lifestyles. The SIE also has to adapt to the language of the host country and the ecological context, which includes the physical and environmental environment (e.g. level of environmental pollution or noise level). Ideology is considered to be a domain in which few expats adjust. In this domain, reflected, for example, through religion, expats tend to adjust minimally in order to avoid any problems. Lastly, there's the work domain, in which many of the aspects may be familiar, and is therefore considered a domain where SIEs don't experience extreme difficulty.

Thus, Black and colleagues (1991) propose three categories that summarise the skills needed in three dimensions for the individual to succeed in their mission: (1) the self-dimension, which encompasses the competencies that allow the expatriate to maintain mental health, psychological well-being, self-efficacy and effective stress management; (2) the relational dimension, which constitutes the set of competencies needed to foster relationships with host country nationals; and (3) the perception dimension, which involves the cognitive elements that allow the expatriate to correctly perceive and evaluate the host environment and its actors (Black, et al., 1991). In addition, (4) non-labour factors presuppose the impact of culture on the individual's adaptation, i.e. the more distant the new culture is from the individual's native culture, the greater the difficulty they will face in adapting (Black et al., 1991). The overall adjustment of SIEs is the degree of adjustment or absence of stress associated with all these dimensions (Haldorai et al., 2021).

Peltokorpi and Zang, (2022) suggest that the similarity of language between the countries of origin and destination tends to facilitate intercultural adjustment, motivating the SIE to endeavour to integrate quickly into the host culture, making them more empathetic to local cultural practices. This argument confirms the paradox of cultural distance, which assumes that the greater the distance between the culture of the country of origin and the host country, the greater the intercultural adjustment (Haldorai et al., 2021). The same authors show that SIEs who are orientated towards intercultural learning will have better adaptability, while those individuals who exhibit poor adjustment to new situations tend to experience high levels of psychological stress that negatively affect their intercultural adjustment, both in work-

related and non-work-related issues (Haldorai et al., 2021). However, with regard to SIEs, although the literature is comprehensive (Al Ariss & Crowley-Henry, 2013; Altman & Baruch, 2012; Andresen et al., 2020; Caligiuri, 2000; Clark & Altman, 2016; McKenna & Richardson, 2016; González et al., 2021; von Borell de Araújo et al, 2013), there is still little specific literature on Brazilian SIEs posted in Portugal, in particular their motivations and perceptions linked to the intercultural adjustment of the largest international community in the country and in the Portuguese labour market (Pordata, 2022; SEF, 2023).

Many Brazilians choose to immigrate to Portugal in search of better job opportunities, education, quality of life, or even to establish family ties. This immigration is motivated by various factors, such as the common language, the close cultural and historical ties between the two countries, as well as the political, economic and social stability of Portugal as opposed to the excessive insecurity and violence in Brazil (Góis et al., 2009). According to the Agency for Integration, Migration and Asylum (AIMA), almost 400,000 Brazilians live legally in Portugal and represent around 30.7% of the foreign population (SEF, 2023). This context makes the development of this research particularly pertinent, for understanding the experiences of Brazilian SIE residing in Portugal and more specifically exploring how individuals adjust to the job market and Portuguese society and identify factors that help or hinder their integration into a country known as "sister nations" although located in different continents (American and European, respectively).

### **3. Methodology**

This qualitative exploratory study aims to understand the experiences of Brazilian self-initiated expatriates (SIEs) residing in Portugal.

To achieve these objectives, we used a semi-structured interview with 19 open questions related to Personal Motivations, Destination Knowledge, Academic Background, Cultural Adjustment, Recruitment, Quality of Life, and Recommendations.

We used a theoretical sample with the following criteria: (1) Brazilian nationality; (2) licensed individuals and (3) employed for at least six months. Our participants were eight persons, six female and two male, mean age of 32 years old. All of them had higher education and were employed.

All the interviews were made in May and June 2023, in presence, and audiotaped. The interviews lasted between 35 and 60 minutes. All the interviews were verbatim transcripts and anonymised. For data analysis, we used content analysis procedures (Bardin, 2011) with an inductive perspective. The categories considered were: Personal Motivations, Destination Knowledge, Academic Background, Cultural Adjustment, Recruitment, Quality of Life, and Recommendations. All ethical procedures were considered during this study.

### **4. Results**

This study aims to understand the experiences of Brazilian self-initiated expatriates (SIEs) residing in Portugal. Therefore, the categories considered were: Personal

Motivations, Destination Knowledge, Academic Background, Cultural Adjustment, Recruitment, Quality of Life, and Recommendations.

Personal Motivations refer to all the factors reported by the participants as the main reason for becoming an SIE, namely to accompany their spouse on the mission, the search for a better quality of life, to learn a new profession, for security reasons, and for personal development as observed by *“My husband started looking for work in Europe and saw that Portugal had a good market for the profession he wanted to pursue, so I decided to accompany him”* (I1) or *“Because when I was looking for a job after taking Italian citizenship, the IT area in Portugal is very strong compared to Europe and here I have a quality of life that I would not have had it there, especially in financial terms”* (I4).

Destination Knowledge describes the information that SIE had about Portugal and the way they got it. According to our participants, they look for information related to ease of work, friends and family living in the country, the language domain, and the cost of living in Portugal as illustrated by *“As I already had family here, I started looking for jobs and passed a selection process and the company did the whole process so that I could come with a visa”* (I7).

Academic Background shows the importance of their graduation to adapt to the host country. According to our participants, their academic background was important for their adaptation and for their current situation, as illustrated by *“I have a degree in physical education and it is completely relevant, I work here in gyms teaching”* (I6). Only three participants said that their background was not important to their current profession.

When the participant decides to become a self-expatriate, the Cultural Adjustment process involves dealing with bureaucratic issues such as visas and finances, learning about the local culture, such as behaviour and values, and mastering the local language. To succeed in this transition, it is important to be flexible, patient, and willing to learn, as well as seek local support when necessary. Most of our participants highlighted bureaucratic issues as a major challenge. This includes difficulties related to obtaining documents, scheduling services, and complex administrative processes.

The participants considered cultural adaptation as an initial challenge. This included the differences in social interactions, climate, and even language. However, most seem to have overcome these challenges over time, suggesting that cultural adaptation may be a temporary issue as illustrated by *“The bureaucratic issues were certainly the thing that got to me the most here, language not because we share the same language, although there are differences, the documentation was horrible and still is today”* (I3).

Recruitment is related to the professional opportunities in their graduation field, difficulties in the job search process, and the perception of recruiters. Our participants reported that the recruiters' perception can vary, some participants had positive evaluations of their foreign graduation, but most of the participants mentioned difficulties in being hired due to lack of academic validation or preference for Portuguese training. This indicates that the acceptance of foreign curricula may be inconsistent in the Portuguese job market as illustrated by *“For a Brazilian it is very hard, the recruiters are always looking for Portuguese graduation”* (I4).

Quality of Life is a very important issue for our participants. Most of the participants said that the quality of life is higher in Portugal. This quality of life is due to security (n=6), accessibility services, health, and education (n=5) as illustrated by *“In*

*financial terms, safety and education are better, but it is complicated because you are away from family and friends. Positive things are health, education and safety” (I8),* Recommendations refer to advice for other Brazilians with higher education who are considering becoming self-initiated expatriates in Portugal. The advice referred to were:

- Flexibility as illustrated by *“Be very open-minded because it's very difficult to go somewhere and have it happen exactly what you planned” (I1)*
- Diploma validation as cited by *“If you do not need to validate your diploma, you can start looking for work from Brazil. See what you can work on and do that's the main thing” (I4)*
- Acquisition of Language Skills referring to the importance of having a language domain as observed by the words of Participant 5 *“First of all, if you do not have any extras on your CV, take language courses”*
- Networking as illustrated by *“I think you need to create a network to find work and come prepared for anything” (I2)*
- Preparation as illustrated by *“They have to come prepared to work on anything until you get what you want, you cannot come formatted with a fixed idea” (I6)*
- Expectation as observed by *“I am telling you the reality, you will come here and work in factories and restaurants. Do not come with the illusion of a perfect life and if you have a good life and salary in Brazil, I do not advise you to come” (I3)*

## **5. Discussion And Conclusion**

The study findings indicate that Brazilian SIEs have various reasons for deciding to relocate to Portugal. These include accompanying their spouse on a mission, seeking a better quality of life, learning a new profession, ensuring personal security, and pursuing personal development. The obtained results are consistent with previous literature (Haldorai et al., 2021; Kumpikaitė-Valiūnienė et al., 2024; Martins, 2013; McKenna & Richardson, 2016). The respondents can be categorized as being motivated by monetary rewards, and lifestyle. Therefore, we can conclude that the Brazilian SIEs who participated in the study indicated that their primary reason for coming to Portugal was to leave a country plagued by security and economic instability.

According to these SIEs, it is crucial to have knowledge about the destination country before departure. This includes understanding the labour market, language, cost of living and having a good social network, such as friends and family members. This result is aligned with Andresen et al. (2020) who suggest that SIEs need to proactively manage problems, create or search for new opportunities and make full use of them and show higher levels of personal initiative. In addition, the respondents' social networks were crucial in facilitating expatriation (Kumpikaitė-Valiūnienė et al., 2024). Specifically, SIEs who have a good support network in the SIE community tend to have a greater ability to adapt to the new cultural environment (Clark & Altman, 2016).

The qualifications of SIEs also play a significant role in facilitating their integration in Portugal. Specifically, having a bachelor's degree facilitates access to job opportunities that are compatible with professional expectations, namely for accessing more economically attractive professions and ensuring greater professional stability. This argument confirms that satisfaction with quality of life is very

important for SIEs. Thus, when daily work experience is associated with a strong social value, their satisfaction with the quality of life is more likely to be positively influenced, so qualifications can be an important factor in improving daily meaningful work experiences in the destination country (Cai et al., 2024).

The participants in the study said that the challenges of moving to another country were diverse, from bureaucratic issues to behaviour, cultural values, language and climate. However, they admit that they found it easy to adapt culturally, accepting the difficulties they faced as normal, in the first month (Black et al., 1991). Language also plays a vital role in the adjustment and contextual environment. However, most participants in this study did not experience language issues (Kumpikaitė-Valiūnienė et al., 2024). Once the bureaucratic visa issues have been overcome, the problem lies in recognising their qualifications, which makes it difficult to access the professions they want, and they even feel some discrimination when it comes to accessing job opportunities. Despite the difficulties in accessing the Portuguese labour market, participants highlight the higher quality of life in the host country compared to their country of origin, especially in terms of safety, health and education. Thus, as SIEs have certain expectations regarding salary and social support, highly qualified SIEs choose countries with better salaries and social support for their residences (Cai et al., 2024; Kumpikaitė-Valiūnienė et al., 2024).

The experiences of the study participants have led to several recommendations for future SIEs. They emphasize the importance of cultural intelligence, adaptability, and having realistic labour expectations, as obtaining good job opportunities may not always be guaranteed. This is especially true for individuals who do not have proficiency in foreign languages such as English, Spanish, or German, or who need to have their qualifications recognized in order to access more desirable job offers (Kumpikaitė-Valiūnienė et al., 2024).

Finally, this study's limitations can serve as a direction for future research. First, it is based on a relatively small number of interviewees, all from Brazil. Thus, the findings are related to specific contexts and cannot be generalized. Therefore, we suggest using this study's findings as a basis for a large-scale quantitative study involving SIEs from different countries. Future research should consider how the home country's cultural context affects SIEs' behaviour in the host country.

We also suggest that future studies involve SIEs from Brazil in Portugal, but with a longer length of stay, in order to provide a more in-depth understanding of how their experiences and perceptions of intercultural adjustment change over time and how they can determine the decision to remain in the host country or the decision to move to another country. However, due to time constraints, this analysis could not be carried out, but we believe it could be taken up in future studies. We also suggest that future research could explore the difficulties experienced by Brazilian SIEs in accessing the Portuguese labour market. Future researchers could carefully address these difficulties in order to gain a more comprehensive understanding of the professional experiences of SIEs in Portugal.

### **Acknowledgements**

This work is financed by Portuguese national funds through FCT – Fundação para a Ciência e Tecnologia, under the project UIDB/05422/2020

### **References**

- Agência para Integração, Migrações e Asilo (AIMA). Accessed in: [Agência para a Integração Migrações e Asilo - AIMA](#)
- Al Ariss, A., & Crowley-Henry, M. (2013). Self-Initiated Expatriation And Migration In The Management Literature: Present Theorizations And Future Research Directions. *Career Development International*, 18(1), 78–96. <https://doi.org/10.1108/13620431311305962>
- Alman, Y., & Baruch, Y. (2012). Global Self-Initiated Corporate Expatriate Careers: A New Era In International Assignments?, *Personnel Review*, 41(2), 233-255. <https://doi.org/10.1108/00483481211200051>
- Andresen, M., Pattie, M., & Hippler, T. (2020). What Does It Mean To Be A ‘Self-Initiated’ Expatriate In Different Contexts? A Conceptual Analysis And Suggestions For Future Research. *The International Journal of Human Resource Management*, 31(1), 174-201. <https://doi.org/10.1080/09585192.2019.1674359>
- Bardin, L. (2011). *Análise de Conteúdo*. Presença.
- Bertolini, A. V. A. G., & Larentis, F. (2019). Expatriação E Processos De Aprendizagem Organizacional: Um Estudo De Casos Múltiplos. *Revista Eletrônica de Ciência Administrativa*, 18(2), 213-239. <https://doi.org/10.21529/RECADM.2019009>
- Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward A Comprehensive Model Of International Adjustment: An Integration Of Multiple Theoretical Perspectives. *The Academy of Management Review*, 16(2), 291–317. <https://doi.org/10.2307/258863>
- Blanco, M.R., & Golik, M. (2024), Why Moving There? Spanish Sies: Factors And Motivations Involved In The Choice Of The Host Destination, *Journal of Global Mobility*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JGM-08-2023-0059>
- Cai, Y., Zheng, W., Wang, Y., Li, Xiang, & You, S. (2024). Why And When Expatriates’ Experiences Of Daily Meaningful Work Facilitate Life Satisfaction: The Roles Of Positive Affect And Calling, *Journal of Business Research*, 174, 114529, <https://doi.org/10.1016/j.jbusres.2024.114529>
- Caligiuri, P. (2000). Selecting Expatriates For Personality Characteristics: A Moderating Effect Of Personality On The Relationship Between Host National Contact And Cross-Cultural Adjustment. *Management International Review*, 40, 61–80.
- Cerdin, J. L., & Selmer, J. (2013). Who Is A Self-Initiated Expatriate? Towards Conceptual Clarity Of A Common Notion. *The International Journal of Human Resource Management*, 25(9), 1281–1301. <https://doi.org/10.1080/09585192.2013.863793>
- Clark, D., & Altman, Y. (2016). In The Age Of ‘Liquid Modernity’: Self-Initiated Expatriates In Crete, Their Multi-Generational Families And The Community. *The International Journal of Human Resource Management*, 27(7), 729–743. <https://doi.org/10.1080/09585192.2015.1079230>
- Dickmann, M., Suutari, V., Brewster, C., Mäkelä, L., Tanskanen, J., & Tornikoski, C. (2016). The Career Competencies Of Self-Initiated And Assigned Expatriates: Assessing The Development Of Career Capital Over Time. *The International Journal of Human Resource Management*, 29(16), 2353–2371. <https://doi.org/10.1080/09585192.2016.1172657>
- Freitas, M. (2011). Expatriação Profissional: O Desafio Interdependente Para Empresas E Indivíduos. *Gestão e Sociedade*, 4, 689-708. DOI:[10.21171/ges.v4i9.1235](https://doi.org/10.21171/ges.v4i9.1235)

- Góis, P., Marques, J. C., Padilla, B., & Peixoto, J. (2009). *Segunda Ou Terceira Vaga? As Características Da Imigração Brasileira Recente Em Portugal*. In B. Padilla and M. Xavier (Orgs.), *Revista Migrações - Número Temático Migrações entre Portugal e América Latina*, 5, Lisboa: ACIDI, pp. 111-133. <https://www.repository.utl.pt/handle/10400.5/26692>
- González, J.M.R., Barker, M., & Shah, D. (2021). Host Country Language Proficiency And Identity: Spanish Self-Initiated Expatriate Nurses In Germany. *Journal of Global Mobility: The Home of Expatriate Management Research*, 9(2), 217–240. <https://doi.org/10.1108/JGM-11-2020-0074>
- Haldorai, K., Kim, W.G., Seo, W.S., & Cai, X. (2021). Learning Orientation And Self-Initiated Expatriates' Work Performance: A Moderated-Mediation Model. *International Journal Of Hospitality Management*, 94, 102861. <https://doi.org/10.1016/j.ijhm.2021.102861>
- Halim, H., Bakar, H. A., & Mohamad, B. (2019). Expatriation In Malaysia: Predictors Of Cross-Cultural Adjustment Among Hotel Expatriates. *International Journal of Supply Chain Management*, 8(1), 664-675.
- Halim, H., Mustaffa, C. S., & Azizan, F. L. (2020). Measuring Work-Role Transitions: The Cross-Cultural Experience Of Hotel Expatriates In Malaysia. *SEARCH Journal of Media and Communication Research*, 12, 1-16.
- Hippler, T., Brewster, C., & Haslberger, A. (2015). The Elephant In The Room: The Role Of Time In Expatriate Adjustment. *The International Journal of Human Resource Management*, 26(15), 1920-1935.
- Kumpikaitė-Valiūnienė, V., Leišytė, L., Rose, A-L., Duobienė, J., Duoba, K., Alas, R., & Banevičienė, I. (2024). Factors Influencing Expatriates' Adjustment In Estonia And Lithuania. *International Journal of Intercultural Relations*, 100, 101967. <https://doi.org/10.1016/j.ijintrel.2024.101967>
- McKenna, S., & Richardson, J. (2007a). The Increasing Complexity Of The Internationally Mobile Professional: Issues For Research And Practice. *Cross Cultural Management: An International Journal*, 14(4), 307–320. <https://doi.org/10.1108/13527600710830331>
- McKenna, S., & Richardson, J. (2016). Self-Initiated Expatriation: Changing The Ontological And Methodological Box. *Qualitative Research in Organizations and Management: An International Journal*, 11(3), 150–168. <https://doi.org/10.1108/QROM-09-2015-1326>
- Martins, D. (2013). *Gestão E Retenção De Repatriados: Um Estudo Empírico Em Empresas Portuguesas*. Bubok Publishing S. L.
- Martins, D. (2019). Zig-Zag da Expatriação. In J. Jardim & J. E. Franco (eds). *Empreendipédia – Dicionário De Educação Para O Empreendedorismo* (pp. 757-758). Gradiva, Lisboa.
- McDonnell, A., & Scullion, H. (2013). Self-Initiated Expatriate's Adjustment: A Neglected Terrain. In V. Vaiman, A. Haslberger (eds) *Talent Management of Self-Initiated Expatriates* (pp. 136-155). Palgrave Macmillan, London. [https://doi.org/10.1057/9780230392809\\_7](https://doi.org/10.1057/9780230392809_7)
- Peltokorpi, V., & Zang, L.E (2022). Host Country Culture And Language Identification, And Their Workplace Manifestations: A Study On Corporate Expatriates In China And Japan. *Journal of International Management*, 28(3), . <https://doi.org/10.1016/j.intman.2022.100926>
- Pinto, L.H., Cabral-Cardoso, C., & Werther Jr., W.B. (2020). Expectancies And Motivational Goals Of Self-Initiated Expatriates As Predictors Of Subjective

- Assignment Achievements And Success. *Management Research Review*, 43(4), 427-445. <https://doi.org/10.1108/MRR-07-2019-0319>
- PORDATA. (2021). Portal Da Base De Dados Portugal Contemporâneo. Accessed in: <https://www.pordata.pt/Home>
- SEF. (2024). Serviço De Estrangeiros E Fronteiras. Accessed in: <http://www.sef.pt/pt/Pages/homepage.aspx>
- Silva, Q. (2022). Ajustamento Intercultural Dos Self-Initiated Expatriates Brasileiros: Um Estudo Exploratório. Dissertação de Mestrado em Gestão e Desenvolvimento de Recursos humanos, ISCAP, Porto.
- Samarsky, E. (2023), "Exploring The Impact Of National Context On Adjustment Of Self-Initiated Expatriates: The Case Of German Professionals In Britain", *Career Development International*, 28(4), 458-472. <https://doi.org/10.1108/CDI-07-2022-0219>
- Suutari, V., & Brewster, C. (2000). Making Their Own Way: International Experience Through Self-Initiated Foreign Assignments. *Journal of World Business*, 35(4), 417-436. [https://doi.org/10.1016/S1090-9516\(00\)00046-8](https://doi.org/10.1016/S1090-9516(00)00046-8)
- Tran, H., Baruch, Y., & Bui, H. T. M. (2019). On The Way To Self-Employment: The Dynamics Of Career Mobility. *The International Journal of Human Resource Management*, 32(14), 3088–3111. <https://doi.org/10.1080/09585192.2019.1640267>
- von Borell de Araujo, B. F., Teixeira, M. L. M., da Cruz, P. B., & Malini, E. (2013). Understanding The Adaptation Of Organisational And Self-Initiated Expatriates In The Context Of Brazilian Culture. *The International Journal of Human Resource Management*, 25(18), 2489–2509. <https://doi.org/10.1080/09585192.2012.743470>
- Zago, Á. A., Domingues, C. R., & Silva, A. M. S. (2019). Mobilidade Internacional Profissional: Uma Revisão Bibliométrica. *Revista de Gestão e Secretariado*, 10(1), 119–140. <https://doi.org/10.7769/gesec.v10i1.844>