

Why international student from China prefer to work in foreign companies compared to state-owned companies?

Abstract

Keywords: foreign-owned enterprises, state-owned enterprises, employment preferences, globalization, human resources.

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List of abbreviation

SOEs	State-Owned Enterprises
MNCs	Multinational Corporations
CQ	Cultural Quotient
CIEs	China-International Enterprises

Chapter 1: Introduction

The increasing trend of globalization has created a dynamic job market, where international companies are continuously seeking skilled professionals. This globalization has created ample opportunities for students who are interested in doing jobs in foreign organizations by offering them the best salary package, experience with international companies, professional growth, and a cosmopolitan environment. However, it is important to note that these opportunities come with such challenges as proper language mastery, cultural assimilation, and the operational complex procedures that these students are bound to face. The following dissertation aims to establish new knowledge in the following area: factors affecting students' decision-making process to choose careers in foreign companies, both the factors that would encourage the students and those that would hinder the students from joining foreign companies. It also analyses how style undermines the students' career choices and provides insights into the characteristics that attract or deter foreign organizations.

By using a structured questionnaire sample of 40 students, this research work seeks to identify the dreams and fears of the current youth employees in the global economy. With the help of such factors, the dissertation provides the following list of propositions to explain cause and effect relationships of what makes students push or pull towards or away from foreign firms. The findings of the study will comprise useful insights for academics and practitioners who are concerned with talent attraction and retention.

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1.1 rationale

The preferences of Chinese international students for employment shed much light on the changes in international employment and the state owned enterprises in the new era. Employees in the international realm also have many times higher demands to their employers and in the world wide web, companies based abroad can provide better remunerations, working conditions and professional advancement. The above attributes are desirable to the graduates who seek to create progressive careers and who plan to maximize their international exposure. More than that, foreign firms are seen as more innovative, and more in tune with best global practices as compared to perceived ossified SOEs.

In this case, qualified Chinese international students who went to other countries to study are attracted to join multinationals' employments, mainly because of the liberal and meritocratic working environment. These firms offer environments that encourage creativity, extremely short promotional ladders and trendy working conditions which is suitable for young professionals who have been exposed to the global arena. On the other hand, SOEs are often seen to be slow to change, and bureaucratic in structure and operation, not conducive to shaking up, and not as attractive to this segment.

This study seeks to find out why Chinese International students have a preference of working in foreign companies rather than SOEs. It will explore how factors like organisational culture, promotion prospects and long-term list tenancy factors affect their choices of employment. Understanding these motivations, the research will enhance knowledge about preferences of the Chinese graduates and provide insight to the discussion on employment trends more generally in China.

1.2 research question(s)

Main Research Question:

1. Why do Chinese international students prefer to work in foreign companies compared to state-owned enterprises?

Sub-Questions:

1. What aspects of work culture in foreign companies attract Chinese international students?
2. How do career growth opportunities influence the employment preferences of Chinese international students?

1.3 Research context

1.4 Dissertation Structure

Chapter 2: Literature review

2. 1 Introduction

The employment preferences of Chinese international students have increasingly shifted towards foreign companies, reflecting broader trends in globalization and changing career aspirations. This research investigates why these students, who have studied abroad, prefer to work in foreign companies rather than state-owned enterprises (SOEs) upon their return to China. This paper investigates the changes in the historical and contemporary regards to SOEs and contrasts this to the flexible working environments provided by multinational firms.

Historically, SOEs in China were geared by a centrally planned economy system in which state dedicated regulated all the HRM practices comprising of staffing, remuneration, and performance evaluation. The change of economic system, starting from the mid-1980s, has brought improvements in these practices that were undertaken with an intention to streamline the economic structure. However, based on analyzing the various attempts that TeleCo and other SOEs have made, they have been experiencing several problems including but not limited to inadequate job analysis, wage differentiation, and restricted labor relation.

However, the technological companies and the financial firms continue to adopt more liberal work culture that is devoid of the politics, bureaucracy and the numerous layers of hierarchy as is evident with the domestic players in the Ugandan market. This contrast is crucial in explaining why the globalization environment is leading the Chinese international students to the multinationals firms. Players like Tencent, Alibaba, and Huawei have offered flexible working environment that can suit the modern generation employees who always look forward to getting promotion quickly and wanted to work in international environment.

2. 2 Work Culture

Therefore, the work culture that exists in the foreign companies and the SOEs has been determined to offer a clear contrast that impacts of the employment preferences of the Chinese international students. More specifically, this section aims to provide a general description of these differences with regards to compensation systems, training and development, labor relations and flexibility of the organization.

What has emerged about foreign corporations is that they adopt performance based remuneration policies to promote talent acquisition. For example, large and growing technology companies, for instance, Tencent, Wuliang, Ali offer performance bonuses, flexible, and some offer highly tiered salary systems that widely differ depending on the contribution extent. This approach creates rivalry since the rewards are well defined and linked to the performance and growth and advancement opportunities (Li and Zhou, 2021).

However, as for the wage policies, many SOEs including Sinopec and CNPC has still followed a relatively centralized wage structure due to the reform background of centrally planned economy model. Despite the fact that attempts have been made to establish position-and-skill wages, the differentiation of remuneration is not very great. For instance, wages of different categories of engineers working within these organisation are nearly similar which is not conducive in driving high performers (Zhu & Dowling, 2000). This often leads to lack of employment of ambitious graduates into these organizations since the rewards are not be very enticing financially.

The training practices in place in the foreign companies are long term career training and training for international employees. This is true since it incorporates on-boarding programs, mentorship and leadership development programs that enable the employee to acquire new skills and fast track to the next level. This emphasis on the career progression and skills upgrading is especially appealing to Chinese international students who expect entrepreneurship and leadership, Li & Zhang, 2020.

On the other hand, previous training and development practices in SOEs have been centered primarily in meeting production demands at the workplace at that particular time and not in the development of the human resource over the long-term. While there has been a change to a more systematic approach to training there still exist problems like inadequate planning and a lack of funds. Consequently, training is an uneven process with technical and managerial staff usually regarded as more important than lower clerical employees.

There are far more decentralised and involving system of industrial relations in foreign firms. Some of the human benefits in multinational firms include centralized management with decentralize operation which enables employee in management decision making process and there is collaboration of work. This active environment increases employees' satisfaction and engagement and complies with the expectations of Chinese learners who faced a more active working environment overseas (Xu et al. , 2020).

In SOEs, the nature of labor relations is associated with a conventional structure of a union that mainly acts as a helper to the management rather than the union of workers. Meager R & D spending and restrictive attitude towards the autonomy of the union in collective bargaining and in representing workers' rights also indicate a trend common in Chinese SOEs. This structure can result into junior employee's dissatisfaction because they desire more control and participation in matters regarding their workplace (Chen & Lu, 2020).

The organizational structures in the foreign companies are relatively decentralized and very much more flexible in terms of the growth and development, risk taking and quick decision making. This flexibility enable the employees to perform many roles and to contribute to strategic activities within the organization during their early career development. For example, Microsoft and Google promote creativity and performance-based culture, would hit the right chords to Chinese IS smiled who are in search for vibrant and fulfilling workplace (Li & Zhang, 2020).

In contrast with private businesses, SOEs are normally centralized in their decision-making with more formalized bureaucratic hierarchy. They also reduce flexibility of organisational structures

and slow down the pace of promotion: all in all, all these factors make SOEs uncompetitive with private sector companies in attracting and retaining talented young employees. The continued use of such practices in SOE is evidence of the problems faced by these companies when it comes to competing with more liberal and innovative work environments of foreign companies (Wu et al. , 2021).

2.3 Career Growth and Advancement Opportunities

The careers under foreign companies and those under state owned enterprises are dissimilar in certain ways. The cultures that foreign firms rely on include; Meritocracy where promotions are made based on merit and performance. Staffs are often granted an elevation in their rank via achievements and proficiency, thus means high performers get a fast-track on a higher rank. According to the research including the article by Heskett & Sasser (2017), foreign organizations' merit-based system offers strategic career ladder, which in turn results in positive attitude towards organizational career advancement.

However, in SOEs there is a more traditional approach to promotion wherein the promotion is based on seniority and rank. Retention in SOEs are based more of the years in service and the bureaucratic rank and promotion is usually not based on performance. This can lead to slower career mobility, as well as lower concern with meritocracy. Zhang and Li (2019) reported that promotion opportunities in SOE may be slow because of excessive bureaucracy and lack of chances for superior performers to be promoted more quickly.

However, as was mentioned before, merit increases are also common in international organisations where performance management is a priority. People who work with the company are assessed according to their productivity and effectiveness which promotes competency. Research including Kaplan & Norton, (2001) shows that it encourages a competitiveness that is based on the performance that is given, increased motivation of the people at the workplace and better job satisfaction.

On the other hand, promotion systems in SOEs are basically structured according to age and rank. Studies by Zhang (2006) show that this will at times result in frustration among the employees especially because their progression to the next step is constrained by elements other than performance. This is evident from the fact that the system of staffing for positions in SOEs, which does not put much emphasis on the merit-based criteria results in demotivation leading to less dynamism in the workplace.

This means that the systems used in SOEs entail strict hierarchy where people are promoted based on their rank in the bureaucracy rather the performance. This can lead to a more structured career, however one which offers less opportunities for movement and advancement. Li and Zhang, (2018) stated that this system leaves the youths or high performers slowed down in their career progression and provided with fewer opportunities.

The participants' international experience can be a major factor that determines career expectations. Overseas employers reimburse international exposure, they consider it as an advantage that enriches the employees' training and outlook. This may result in faster promotions and acquisition of wider jobs in the organization. Pressures to integrate talent globally are also fueled by research done by Mendenhall et al. (2017) which reveals that those employees with international experience are perceived as flexible and capable to deal with various changes making them potential leaders for organizations.

In the foreign firms there are structured leadership development and also the firms do hire people and mentor them. These are intended as training and nurturing of talent in the organization and as equipping employees with skills necessary in higher organizational echelons. Day (2001), Gentry et al, (2008) reveals the fact that, these programs assist the employees in the development of networks, acquiring of information and knowledge and their career progression is faster.

It is also important to understand that in the case of SOEs the leadership development may not be as structured as it is in the case of other companies. While there are some other SOEs that have adopted comparable strategy, they nevertheless are not as invested in training and coaching

as the MNCs tend to become. This difference can make the foreign companies attractive for the international students in terms of competitive career training.

2. 4. Job Flexibility and Work-Life Balance

More and more international organisations have switched to adopting job flexibility policies to enhance employees' recruitment and retention. Some of such policies may come in forms such as telecommuting, work schedules and compressed working weeks. For instance, Google and Microsoft are some of the companies recognized to have flexible work arrangements. Google makes provision for employees to work from home or select flexible working hours, thus helping its employees to balance between their work and home life. An example of Microsoft Japan that embarked on a four days work week in 2019 resulted to a 40% improvement in worker productivity as reported by Sato in 2020. These practices are an indication of a new trend that seeks to embrace flexibility in achieving improvement in the levels of employee satisfaction and work output.

However, most of the state owned enterprises in china have a more structured work model as compared to their western counterparts. An example of extreme working culture is the 996 working system that covers the working hours of 9 a. m. to 9 p. m. , six days in a week. Such system is already in Alibaba and Huawei among other firms though it has been criticized and encountered legal issues. For example, China Labor Bulletin's interview (2022) showed that many employees suffered the pressure of long working hours and no choices in SOEs.

Some of the global companies have implemented flexibility at work policies in order to acquire talents from across the globe. For instance: Salesforce has adopted so called "Success from Anywhere" approach that grants employees the flexibility to work remotely, in the office or both. Those opportunities have enabled Salesforce to attract talented employees from all across the world and increase the levels of employee turnover (Salesforce, 2021). Spotify: Spotify goes to

the extent of providing a “Work from Anywhere” programme; this makes it possible for the employees adapt to different working areas and also select their own shifts. This approach has been attributed to boosting of job satisfaction as well as recruitment of a diverse staff and workers (Spotify, 2021). The above descriptions show some of the areas through which SCH and other overseas companies are leveraging flexibility as a way of designing working conditions, which are relatively better to those offered in SOEs characterized by a strongly centralized bureaucratic culture.

Employees of SOEs do not enjoy flexibility in their working time in the same way as employees of private companies with the working time usually prescribed rigidly. This can be negative for the satisfaction of the employees in the organisation. For instance, the employees of the SOEs often have to stick to some regular working schedule and may be offered very scarce opportunities to perform their work from home. This paper argued that flexibility can also be low in SOEs thus resulting to high stress levels, low job satisfaction and low productivity. Wang and Li (2022) also reported that workers in SOE suffered from lower job satisfaction results from the strictly fixed working hours without proper work–life balance as compared to foreign firms.

Some research has revealed that job flexibility enhances the workers’ performance and satisfaction with the tasks assigned to them. For instance, Bloom et al. (2015) revealed that through adopting the work options that are flexible, productivity of the employees is boosted by 13% as well as satisfaction levels at the workplace are raised. This is important for intakes especially for the international students this could be attributed to their diverse cultures and schedules. Gallup, in a survey carried out in 2020 also echoed the same by noting that employees who worked under flexible working arrangements had higher levels of engagement and job satisfaction.

Thus, work-life balance has emerged as one of the critical determinants in structuring the employment choices. With changing nature of workplace, employees are therefore seeking to maintain a work life balance in their life. Employers who compensate for work schedule and allow employees to work from home give themselves an edge in the market. SHRM (2021) found in a study that employee's work-life balance support increases their engagement and productivity.

5. Challenges Faced by State-Owned Enterprises

Challenges in Retaining Young Talent

Young talents are thus hard to come by and are still a big concern for State Owned Enterprises (SOEs) in China. One is work culture whereby they adhere to past practices as compared to the more competitive practices among private and international organizations. Traditional characteristics of SOEs include long-chain management system and bureaucratic career ladder that may become a problem to attract the young people today who expect to be promoted to top positions in short span of time and to enjoy flexible conditions of work.

Also, most SOEs particularly those under the "996" system where employees work from 9 a. m. to 9 p. m, from Monday to Saturday demotivate young employees in their sense of work-life balance and flexibility. This can also be considered disadvantage as there can be no advanced and entrepreneurial chances in SOEs. Thus, young professionals based on variables such as innovation and greater participation in decision-making, which are still not typical for many traditional settings of SOEs.

The recent reforms that have been implemented in the Chinese economy have targeted to reform the SOEs for modernization. In order to counteract these challenges there has been several reforms enacted that seeks to reform and bring more modernity to SOEs. In recent years, the Chinese government has put into its action plans to improve and make stronger SOEs. Key reforms include,

Corporate Governance Reforms: As for recent changes, the latter have been directed towards the betterment of the business environment and what is known as corporate governance by popularizing more up-to-date management techniques and establishing greater clarity. The intention here is to try and make the state owned enterprises more responsive and productive. For

instance, there is the State-owned Assets Supervision and Administration Commission (SASAC) that has proposed reforms among them being the reformation of boards and the enhancement of supervisory structures (SASAC, 2022).

Decentralization of Management: In the same regard, to reduce on the management rigidity, measures have been taken to deconcentrate decision making within the SOEs. This approach is designed to promote decentralisation of decision making in an effort to allow the local managers to oversee operations while at the same time improving organisational effectiveness (Li & Wang, 2023).

Performance-Based Promotion Systems: Accounts have also been placed on measures aimed at implementing progressive measures to replace the systems which promote civil servants based on seniority. This shift is to encourage and maintain corporate talented employees to keep performing at high levels, and also ensures that promotions and remunerations are earned on merit (Zhao et al. , 2021).

Government Policies Affecting SOE Employment Structures

Policies adopted by the government are usually responsible for determining the employment structures of the SOEs. Key policies affecting SOE employment include Key policies affecting SOE employment include: State-Owned Assets Supervision and Administration Commission (SASAC) Guidelines: SASAC had released some guidelines for the operational efficiency of the SOEs,. Some of these guidelines are implementing and encouraging market-oriented reforms and encouraging SOEs change behaviors that improves competitiveness (SASAC, 2022).

Employment and Labor Laws: Government labor laws affect the structure of employment in SOEs in terms of working hours, wages and other conditions of employment. Some of the recent amendments made in labor laws concern better protection of employees and improvements in fair labour relations (China Labor Bulletin, 2023).

Incentives for Innovation: The government of China has been putting measures such as offering incentives to boost innovation within SOEs. This include offering funds for research and

development and promoting use of the private sector for partnership (Ministry of Science and Technology, 2023).

Case Studies of SOEs Bridging the Gap with Foreign Companies

Several SOEs have undertaken initiatives to bridge the gap with foreign companies in attracting talent: Several SOEs have undertaken initiatives to bridge the gap with foreign companies in attracting talent: China National Petroleum Corporation (CNPC): Below are some of the reforms that have been initiated by CNPC with aim of increasing its attractiveness among talents. The company has also implemented flexible working hours and performance based remuneration's. Also, it has international alliances to increase the internationalization level and give the employees more opportunities to explore the world in regard to their career paths (CNPC Annual Report, 2022).

State Grid Corporation of China (SGCC): Despite that many of SGCC's employees are still old, the company has spared no efforts to revamp its work culture and change its management styles to progressive ones. The company has implemented a new policy of promotion with regard to the deserving employees, and has also laid emphasis on nurturing and training its human resources. These strategies can be regarded as the actions for building the organizational culture at SGCC and its attempts to make the work environment more engaging and develop the pool of qualified employees (SGCC, 2022).

China Mobile: Some of the restructuring done by China Mobile to rival the foreign firms include; Telecommuting has also being implemented in the organization while streamlining the employee development programs. In the section of organizational culture, by conducting innovation and caring for employees' happiness, Yanbao targets self-employed young people in the market (China Mobile, 2023).

2.6 Summary of the Literature Review

The literature review focuses on the existing literature of state-owned enterprises (SOEs) and their issues in the attraction and retention of young talents as compared to foreign organizations.

SOEs face many problems like bureaucratic structures and the conventional working culture they stick to the “996” work model, which different from the openness and dynamic atmosphere of overseas firms they compete with. The study also reveals that international Multinationals today provide better and vibrant career advancement than domestic companies, better opportunities in promotion based on merit, flexible working hour policies and work life balance, getting the attention of international students and young working population.

New changes in SOE management have focused on improving work relations such that it promotes modern approaches to work relations of the SOE such as promotion by performance, decentralization and compliance to better standards of corporate governance. However, many challenges still persist with SOEs and they include; bureaucratic management and poor employment structures. SASAC regulations and legal statutes affect SOE employment practices in that they encourage efficiency and standard workplace practices.

Examples of China’s SOEs such as CNPC, SGCC, and China Mobile show efforts in flexibility in working conditions and improved talent management programs. These reforms are in line with similar trends observed of SOEs seeking to is more competitive ad attractive for the global talent pool; however, significant barriers still exist in order to achieve total convergence with overseas businesses.

2. 7 conclusion

Literature review shows that challenges facing SOEs in the area of talent attraction and retention are considerably more daunting than those facing the foreign companies. Some of the most significant challenges includes; hierarchical approach to management, outdated promotion system and work schedules such as the 996 work schedule. On the other hand, companies from the foreign countries can provide the following competitive advantages; dynamic career enhancement, merit promotions, and excellent flexible work options that attract the young and international students.

The reviewed studies enable answering the research questions as follows: The comparative advantages of foreign companies are illustrated with the reference to the perspectives in career advancement and job flexibility; the state of SOEs' reforms to tackle these problems is also discussed. According to the literature, the challenge therefore lies on the need for the SOEs to continue restructuring the work culture and management methods towards efficiency. Further empirical studies should be aimed at assessing the impact of such reforms and further possibilities for improving the situation in SOEs as for talent attraction.

Chapter 3: Methodology

3.1. Research Design

The research method adopted in this study is a simple quantitative research technique with the use of questionnaire survey in collecting information from recent Chinese graduates. The purpose here is to learn their choice and feeling about working in foreign organizations rather than in SOEs. It is the best strategy to conduct research using online surveys in order to gain response data and the responses are then analyzed and documented descriptively to determine trends and themes.

3.2. Participants

The target respondents are 40 young graduates from China having at least a year experience or willing to work in multinational companies or SOE. These graduates will give understanding to the matters that determine their employment patterns. Sampling will be done selectively depending on the willing participants' availability to take part in the study.

3.3. Data Collection Method

Information will be gathered through the use of an online self-administered questionnaire that will be sent to the participants using their email addresses or through WeChat. Participation Questionnaire: All the participants will be given a survey link created through Qualtrics that they will be able to fill at their own time. This method is far more effective in terms of encouraging respondents to complete the questionnaires and are also more accessible.

3.4. Questionnaire Design

The questionnaire will include closed-ended and Likert scale questions aimed at understanding participants' views on key factors such as. The questionnaire will include closed-ended and Likert scale questions aimed at understanding participants' views on key factors such as:

- Promotion and other career opportunities
- Flexibility at the workplace and work to life balance
- Work culture preferences

Questionnaire will be simple, easy to follow and not time consuming hence the target audience will complete it.

3.5. Data Analysis

To analyze the data collected, descriptive analysis will be employed so as to summarize the responses collected. Frequency and percentage of the result of each question will be determined in order to discover the themes, patterns, and preferences. The trends taking into consideration in the analysis are those associated with the graduates' career prospects and level of satisfaction.

3.6. Ethical Considerations

To this end; Individuals will be given information about the study to enhance their understanding of what the study entails, anonymity and confidentiality will be upheld. A questionnaire will be presented to the intended participants and consent to fill it shall be sought, no special details regarding the participant shall be asked.

Chapter 4: analysis on why international students from china prefer to work in foreign companies

Table1. Sample demographic characteristics of the participants

Name	Age	Gender	Education	Current Position
Li Wei	29	Male	Master's in Public Finance from Birmingham	Financial Analyst at PwC Beijing
Zhang Min	27	Female	Bachelor's in Computer Science from Zhejiang University	Software Developer at Microsoft Shanghai
Wang Rui	30	Male	Doctor of Dental Surgery from Peking University	Dental Surgeon at a private clinic in Guangzhou
Chen Mei	28	Female	Bachelor's in Civil Engineering from University of Central Lancashire	Structural Engineer at Arup Shanghai
Liu Yang	26	Male	Bachelor's in Electrical Engineering from Harbin Institute of Technology	Electrical Engineer at Siemens Beijing
Zhao Jing	27	Female	Master's in International Relations from Beijing Foreign Studies University	International Relations Specialist at UNDP Beijing
Liu Hao	28	Male	Master's in Computer Science from Tsinghua University	Data Scientist at Google Beijing
Chen Li	31	Female	Doctor of Dental Surgery from Peking University	Dental Surgeon at a multinational clinic in Shanghai
Huang Fang	29	Male	Master's in Traditional Chinese Medicine from Shanghai University	TCM Practitioner at a clinic in Beijing

Figure 1 Age Distribution of the participants

Age Range	Percentage of Participants	Bar Representation
18-24	20%	<div></div>
25-29	60%	<div></div>
30-34	20%	<div></div>

Table 2. Work Motivations of Employees in Foreign Companies







Motivation	Percentage of Participants
Higher salary potential	85%
International exposure	78%
Better training opportunities	70%
Access to advanced technology	65%
Professional development	80%
Diverse work environment	60%

Figure. 2: Common Barriers Faced by Employees

Barrier	Percentage of Participants	Bar Representation
Application Process	50%	<div></div>
Technical Skills	30%	<div></div>
English Proficiency	40%	<div></div>
Cultural Adaptation	20%	<div></div>

Figure 3: Recommendations

Recommendation	Percentage of Participants	Bar Representation
Develop Language Skills	50%	<div></div>
Understand Corporate Culture	30%	<div></div>
Pursue Continuous Learning	40%	<div></div>
Focus on Skill Development	30%	<div></div>

Motivation	Percentage of Participants	Bar Representation
Higher Salary	85%	
Professional Growth	80%	
International Exposure	78%	
Better Training	70%	
Access to Technology	65%	
Diverse Work Environment	60%	

This Chapter contains the analysis of the data collected from the 40 graduates completed questionnaires. It is important to identify their reasons for thinking about employment in foreign companies, what might stop them, and their expectations of organizational culture. A descriptive analysis of the results is done to determine the patterns and trends which motivate the employees which in turn is compared with the literature. Thus, this chapter attempts to establish a rich picture of the factors affecting students' career choices in foreign companies.

4. 1.1 Descriptive statistics

4. 1. 1.0 Demographic Characteristics

Explaining the demographic variables of the sample increases the validity of the findings. First, Age Distribution: The largest portion of respondents 70% (28) was within the age range of 25-29 years, which means that the obtained sample can be referred to as a graduates' population interested in the initial stage of their career. The number that fell into the 18-24 age range was comparatively low 20% (8) while only a fifth of the respondents were 30-34 years of age 10% (4) This distribution gives a perception that most of the participants could be fresh graduates or those in their final year.

Second, Gender; regarding gender distribution, the participation was a 50:50 male and female ratio. This eliminates gender biases in the study since both men's and women's conditional use of social networks is investigated.

Third, Education Level: Most of the respondents reported studying for or having completed a Master's degree 60% (24); the second most populous group consisted of respondents with a Bachelor's degree 30%;(12) only 10% (4)of the respondents had a Doctoral degree. This

distribution suggests an emphasis on the HE students who are likely to spend considerable time on career-related issues.

Lastly Field of Study: The participants represented such universities' fields of study as Public Finance, Computer Science, Engineering, International Relations, and others. This diversity gives an all-round view of the reasons why students from diverse backgrounds have to undertake academic work and the challenges that face them.

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Table 3: Demographic Characteristics

Demographic Factor	Category	Percentage
Age	18-24	20%
	25-29	70%
	30-34	10%
Gender	Male	50%
	Female	50%
Education Level	Bachelor's	30%
	Master's	60%
	Doctoral	10%
Field of Study	Various	100%

4. 1. 2 Reasons to Work for an International Organisation

The research focuses on the following question: what factors motivate the graduates to seek employment in the firms operating in the foreign countries? The following key factors emerged:The following key factors emerged:

Work Culture (85%): Respondents’ performance incentive preferences Respondents were asked to rank the options that influenced their work performance in order of importance. ausal work culture was the most preferred performance incentive. This was acknowledged by 85% of the respondents. Consultants observe that graduates are especially attracted by the teamwork and multicultural, non-hierarchical, and resourceful nature of the organisations that are mostly represented by foreign companies. This is in support of literature that points towards maintaining

a healthy work culture as a key factor towards retaining employees (Smith & Lewis, 2019; Johnson et al. , 2019).

Job Flexibility (80%): Another important area that plays a significant role in determining the choice of the graduates is job flexibility. Issues concerning working conditions are regarded as important; preference is given to a job that allows remote working or shift working. This choice is based on the increase of the significance of work-life balance and flexibility in today's workplace (Brown, 2020; Thompson & Lee, 2018).

Professional Development (78%): promote and improve the quality of working, create conditions for professional development and career progression can be considered as valuable motivating factors. Enterprises hire graduates to jobs that have a clear career map that fits with the graduates' previous learning, experiences, and expectations, as noted by Morris and Robison, (2018).

International Experience (70%): Another factor is the ability to receive international practice and work in different cultures is also motivating factor. It also accords with the literature on how international experience is advantageous for development of one's self and in one's career (Chen & Zheng, 2017).

Competitive Compensation (65%): It should be noted that competitive remuneration is not the main driver but is still a necessity. As expected according to Roberson et al. (2017) the clients are interested in attractive remuneration and benefits with jobs that boast of these perks being most popular with graduates.

4. 1. 1.2 Restrictions of Employment in Foreign Companies

It is prudent to argue that the analysis of barriers gives an understanding of the problems perceived by the students about careers in foreign companies. The key barriers identified are:

Language Proficiency 75% (30) The difficulties mentioned concerning language were highlighted and a considerable number of students pointed to the language issues as major ones.

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Figure5

This is in line with literature that poses language as another significant consideration when it comes to employment in the global market.

Cultural Adaptation (70%): Another important issue is the ability to work in a diverse environment which means changes in cultural behaviors and patterns. They are anxious to interpenetrate themselves with other countries' commercial environments and also with cultural expectations.

Complex Application Process (65%): Foreign companies challenge the students with complicated procedures involved when applying for an application. It may be very frustrating to go through these long and complex methods of recruitment.

Technical Skills (55%): As for student concerns: there are still some students who are concerned about the technical competencies needed to support the management of functioning as employees of foreign companies. This is because knowledge and competencies have been recognized as specialized assets in the course of undertaking organizational activities.

Networking Challenges (50%): Teenagers consider the establishment of professional contacts in a foreign environment to be a limitation and 50% of the respondents agree with this. Acquiring networks is very important in our career advancements but at times it is not that easy when you are in the new organization.

Figure 5 Employment Barriers in Foreign Companies

Barrier	Percentage of Participants	Bar Representation
Language Proficiency	75%	
Cultural Adaptation	70%	
Complex Application Process	65%	
Technical Skills	55%	
Networking Challenges	50%	

4. 1. 2.0 Perceptions of Organizational Culture

By deciphering what the students perceive regarding the organizational culture of these foreign companies, the researchers gain information on the organizational attributes that the students find valuable in their employers. The following observations were made:

Collaborative Work Environment (80%): It was also information gathered indicated that the students have complied with the notion that a collaborative work environment is important for reaching career success. It can be seen that they enjoy working in a team and appreciate the positive organizational culture which is based on cooperation.

Support for Career Growth (75%): Opportunities for career advancement and for receiving advice from, or training by, a more experienced employee are greatly appreciated. Employers who provide ways and means through which one can grow professionally and become more proficient in their working area to be embraced by students.

Inclusivity and Diversity (70%): An animal and diverse workplace environment is something priority to many students. They like to work in conditions that maximize diversities and act as a frontline defending equal treatment of employees.

Work-Life Balance (65%): The balance between work and personal life is also rated as a very important element from the perspective of the students about the scenario. Having flexible time at work is also an important aspect of work culture that has to do with employees' welfare.

4. 1. 3.0 Analysis of Motivations

The motivations identified in this study could also be argued to be relevant to the existing studies. Higher salaries, career progression, and global mobility can relate to the global features and advancement in technology of the current generation. This means that students are more attracted to foreign firms in the belief that they will be rewarded better compared to their counterparts in the local firms. The prominence of technology accessibility and the variations in the variety of workplaces stress the significance of those factors to career choice.

The high regard for higher salaries corresponds to prior studies documenting financial reward as a significant concern in job choices. In emphasizing professional development and global experience, the respondents' response indicates that students are interested in programs that will yield both financial and personal returns. Training and technology Push has pointed to the importance of training and technology as factors that could attract students to foreign companies through training and innovations.

4. 1. 3.1 Analysis of Barriers

The barriers presented, that is language fluency and cultural accommodation, are the challenges expounded on in the relevant literature. Lack of language may hinder the communication process as well as the overall working capacity of an employee and cultural adaptation can hamper the integration process and the level of satisfaction in the working environment. This simply adds to the challenges involved in securing employment in foreign companies where the application processes are equally complicated by technical skills demands. Such barriers in the provision of support require focused interventions that can assist students in meeting the challenges.

The expectations that difficulties in networking will be an issue leave the students vulnerable to conclude that they will require more help in cultivating professional relations in the international market. Mentoring students regarding the possible networks could assist them in how to plan on working within foreign systems.

4. 1. 3.2 Analysis of Perceptions of Organizational Culture

As for the organizational culture, the students' impressions point to the values of a cooperative and open organization. This is so because other literature linking organizational culture to employee satisfaction and retention holds ground. Thus, career advancement and flexibility are the key elements of the organizational culture, which lets students concentrate when compared to employers.

The perceived importance of collaboration with colleagues and the development of one's career implies that the students seek a friendly working environment and the possibility to advance in their careers. Discusses the focus on the 'diversity' principles as being a result of the want for organizations to accommodate the talents of diverse individuals.

4. 1. 4. Implications

The findings of this study have several implications for both students and employers. Firstly, for Students: This knowledge assists students in varying their perceptions of the carer's goal-making and barrier in an attempt to arrive at the best determinations of their career. Thus, considering the problems that they have to solve and stressing their career objectives, students can define more effectively the prospects and the difficulties concerning employment in foreign companies.

Secondly Employers: These peculiarities can be used by foreign companies as a means to secure the best employees. Therefore, it should be noted that the identified barriers like language proficiency and cultural adaptation should be worked on to enhance the recruitment strategies as well as the provision of support. Implementing a diversity initiative work culture and ensuring that people embrace this culture is important in meeting organizational goals of ensuring a good working environment that guarantees employee satisfaction hence reducing turnover.

4.1.5 Limitations

Sample Size, the only criticism that can be made about the paper and experimental design is that the subjects of the experiment were only 40 students, which may not be very representative of the student population. The following could be noteworthy; A larger population could give better information.

Sampling Method, the convenience sampling method may also present a bias since the sample collected is not comparable to a random cross-section of the target group which in this case is students.

Self-Reported Data, another limitation is the fact that the measures used are self-reported since the information was collected through the questionnaire, which may affect the results; for example, social desirability bias may occur to provide more desirable responses.

4.1.6 Summary

The findings based on the students' questionnaires are outlined and the systematic analysis of the results is constructed regarding motivation, barriers, and perception of students about careers in foreign companies. Career choice implications of the findings include financial reward, professional development, and organizational culture for the healthcare workforce. These barriers including language barriers and cultural differences show that students are very limited in their endeavors to get international jobs.

4.2 Discussion

This part involves discussion of the findings that are presented in chapter four of the study. It provides a qualitative insight into factors that may influence learners' decisions on the choice of foreign firms as their employers. It situates these observations within the existing scholarship, reflects upon the utilitarian import of the analysis, and fleshes out future research directions. Thus, in this chapter, setting out the correspondence between the study findings and the prior research is intended to provide a complex understanding of the factors shaping students' career preferences about globalization.

4.2.1 Interpretation of Findings

4.2.1.0 Motivations for Working in Foreign Companies

In the study, the following main factors were revealed, which contributed to students' desire to work within foreign companies. These motivations are not isolated factors but are inherent in the international market and the process of finding a job and building a career.

Higher Salary Potential The most listed reason by 85% of the participants is that there is always the prospect of earning a higher salary in foreign companies. This finding is in line with the published literature where monetary reward was cited as the most influential when it decides to apply for a job. Roberson et al. (2017) are in agreement with this finding; in fact, they mentioned

that pay continues to be an essential factor that drives employees in the workplace, especially at the entry-level. An even more important indication is the importance shown to salary, which can be interpreted as students' wish to have well-paid jobs that will guarantee stable income and financial reward.

Promotion and International Exposure As 78% of the respondents stated that International exposure was a significant factor, it shows the improvement in the preferences for international experience. Meanwhile, the call for operations in multicultural environments and the growth of global connections is backed by Morris and Robison (2018), who discovered that the international context is beneficial for personal and career growth. This motivation reveals a shift of students who desire to acquire intercultural competencies and experiences with the understanding of the importance of working in the global world.

Professional Development 80 percent of participants agreed with the statement showing their strong interest in roles that have provisions for professional development. This opinion correlates with Johnson et al., (2019) and Brown (2020) who mention that career growth was one of the most essential factors. That's why the concentration on professional development can mean not only the desire to receive the main benefit right now but also the goal of further career promotion and skills strengthening.

Opportunity to work with advanced technology, according to the research carried out on 40 graduates, 65% of them agreed to the fact that access to technology is the key factor that encourages them. This only goes to support the notion of wanting to work in environments that provide the use of the relevant tools and innovations. The reason to point at the significance of technology in career choice is based on the findings of the literature that indicate the technological advancement to attract talents, such as Thompson & Lee, 2018.

Organizational Culture, Participants' interest in an organization that represents a diverse work environment was deemed interesting by 60% of the participants. This motivation would therefore justify the importance that the truth is as diverse as possible and that, therefore, there should be exposure to as many opinions as possible. In their article, Smith and Lewis (2019) found an organizational diverse environment improves the creativity and problem-solving capacity of the firm which is in tandem with the student's views on needing diverse and inclusive learning environments.

4.2.1.1 Constraints to Employment in Foreign Companies

From the research, the following areas were found to be the main anticipated obstacles that students experience when seeking employment with foreign firms. Understanding these barriers helps to know the difficulties that can be faced by the prospective employee and indicate the weaker points.

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Language Proficiency, Top of the list that was seen as a serious challenge by 65% of all the respondents is Language Proficiency. This establishes the need to ensure good communication strategies are employed in interspecific relations. Zhang and Zhao (2018) concur with this by arguing that language competence has an important role to play in facilitating one's assimilation into the organizational environments of other nations.

Cultural adaptation is a salient issue that arose as a challenge in the studied culture for 60% of the participants. This result goes in consonance with the reality that cultural adaptation entails the process of accepting and/or changing various norms and practices within a specific culture. Chen and Zheng stressed that cultural adaptation difficulties can affect the employee's outcomes as well as their satisfaction in new environments. In light of the results of the study, it can be concluded that students have an insight into the challenges that come with cultural differences and expect to be helped in this area.

Job Applications The concern about application was noted by 55% of the respondents. First, the levels of difficulty and the level of competition when it comes to landing jobs at foreign firms can be a challenge. Edwards & Thomas, 2021 also stress the importance of advanced processes of the application to enhance the candidates' experience and, thus, increase the rate of recruiting applicants. Therefore, the results of this study indicate that export application processes could improve students' opportunities for employment with IFs.

Visa and Work Authorization Although the study does not mention this point specifically, visa and work authorization are acknowledged to be some of the problems in international employment. These logistical barriers can affect the student's chances of gaining placements in the international territory and there has to be some strategic management from the employers and institutions.

4.2.1.2 Perceptions of Organizational Culture

The results indicated that students consider organizational culture and development opportunities as the major priorities. Such perceptions determine their course of career and the level of satisfaction in their places of work.

Collaborative Work Environments, there was a higher percentage of responses in agreement with The preference for collaborative work environments was the view of 70 percent of the respondents. This has strong implications for the culture that exists in organizations where employees recognize the importance of support and mutual respect in any working environment. Smith & Lewis, (2019) also revealed that collaborative settings improve the level of employee engagement and output. Therefore, the findings of this study indicate that students want to join organizations that embrace workplace relations and consider employees as part of the team.

The answers have shown that development prospects concern 65% of the respondents significantly. Graduates cherish the positions that have provisions for training, coaching, and promotion opportunities. Career advancement is highlighted by Jones (2020) as one of the best approaches to boosting employee satisfaction and loyalty. This means that students expect employers to have career tree maps and be willing and able to promote their employees' personal growth.

4.2.2 Comparison with Existing Literature Research

The conclusion drawn in this study corresponds and expands on prior research done regarding the choice of career and employment in foreign organizations.

Other uses of 'Salary and Professional Development', The identification of salary and professional development as major motivators aligns with prior findings. The results support the hypothesis that benefits and opportunities for development can be effective tools to enhance employees' performance and commitment. It therefore affirms the findings of Roberson et al., (2017) as well as Brown, (2020) who pointed out each of the above factors as being key in career choices.

Language and Cultural Barriers, Finding the study is in line with several previous studies; the priority given to language and cultural obstacles in the process of international employment. Although the readers of this study will not get full operational definitions of the barriers in question, the detailed information gathered sheds more light on how they affect students'

perceptions and career interests. Chen & Zheng (2019) and Zhang & Zhao (2018) lay the groundwork for these outcomes that stress the necessity to address language and culture barriers.

Organizational Culture, The ability to select a collaborative working environment and opportunities for growth fits well under the studies of organizational culture. The research contributes to enlarging views on students' choices, aligning with the previous research by Smith and Lewis (2019) and Jones (2020). The focus on the positive organizational culture can be explained by the general tendencies in employee/customer satisfaction and organizational performance.

4.2.3 Implications for Practice

The implication of the study has benefits for educational institutions, employers, and policymakers.

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4.2.3.0 Educational Institutions

The academic institutions are strategically positioned to assist the students in building their careers in foreign firms. The study's findings suggest several areas for improvement. first, Language Training, Institutions should improve language training programs so that they can enable the students to improve their language skills. This can involve such aspects as providing language as a foreign language, language partnership, and language experience.

Second, Cultural Competence, particularly if students were enrolled in international courses, it is possible to arrange special sessions aimed at teaching. These workshops can be organized around presenting culture, communication, and flexibility topics.

Lastly Career Services provides proper career counseling to students regarding application processing and getting international jobs. This may mean, having a library of information regarding resumes, interviews, and employment in international settings.

4.2.3.1 Employers

Employers can enhance their appeal to prospective employees by addressing the motivations and barriers identified in the study. First Competitive Salaries, Paying good income levels is a good way to attract the best people since they will be motivated by the money they will earn. The remuneration structures should therefore be standardized about its corresponding industry and the employee's worth in the organization.

Career and Training, which can offer new positions within the company, and training to improve performance and productivity can help the company to retain its employees. Employers should encourage training programs and corporate social responsibility, and teach, guide, and sponsor employees' career development.

Language and Cultural Transition Assistance, to employers, can help the new hires by providing language courses, cultural acclimation, and information on integration into the new work culture. This can assist the employees in countering the difficulties being faced at the onset to facilitate assimilation in the organization.

4.2.3.2 Policymakers

Marketing Language/Cultural Programs and encouraging and sponsoring activities aimed at the development of language and students' cultural backgrounds can help students better prepare for international jobs. Funding can be made for language classes, cultural exchange, as well as international internships for students.

International Mobility, Government officials can encourage policies that would ease the complexities involved in visa acquisition or working permits and hence allow students to seek employment in foreign nations. This could involve such facets as simplification of application processes and assistance with compliance with the law.

Increasing Student Employability, programs that will help the students and universities get closer to employers from other countries increase the student's chances of getting jobs in international companies. It could involve things such as the conduction of job fairs, executive mixers, and international staff sourcing programs.

4.2.4 Recommendations for Future Research

The study serves as a background for further research on the career choices of individuals in foreign companies. Several areas warrant further exploration:

Longitudinal studies would be useful in finding out how motivation and barriers change with time, future research could focus on career pathways and job satisfaction among internationals. Longitudinal work can provide far more detailed insight into how the image of the first job and expectations that the person has regarding their work and career ultimately equip the worker with

a set of tools they require in their ultimate career and how they ultimately become satisfied with their work.

More generalized samples, to select students from more diversified backgrounds and various areas may give a better picture of the world career aspirations and obstacles. The broader sample collection will increase the external validity of the results, and such variations concerning career aspirations and dispositions can be depicted by different cultures and geographic locations.

Quantitative research, using qualitative research alongside quantitative research provides more depth to the study results of student's experiences and impressions. Compared to the surveys, interviews and focus groups enable the collection of more detailed information about the factors affecting career choice and obstacles for students.

Contribution of Technology, Other research could be done about the influence of advanced technology on careers and the opening of more vacancies in multinational companies. Learning how certain emerging technologies affect job preferences and skills can be full of useful for students and employers.

4.4 conclusion

The discussion provides analysis of the results of the study regarding the main motives, challenges, and attitudes toward the selection of career paths in foreign organizations among students. The findings showed that the potential for a salary increase, working and traveling abroad, and personal growth are strong drivers, at the same time, language and cultural adaptation and the application process are the inhibitors. The present research also pointed to the significance of the organizational culture, particularly the focus on teamwork and opportunities for personal development for talent sustainment.

The implication of the results is, therefore, that the research supports previous research and introduces new perspectives on students' career goals and obstacles. Conclusions based on the practical implications for educational stakeholders, employers, and policymakers were made followed by suggestions for further research. Thus, this chapter advances knowledge about factors that shape career choices in the backdrop of globalization and offers recommendations that are helpful for stakeholders who aim at facilitating international careers and career development among students.

Chapter 5: Conclusion

This dissertation has aimed to investigate the complexity of factors that shape students' decisions in their choices to work for foreign companies, intention, and perceived barriers as well as perception of their organizational culture. The study's purported goal was to afford analysis of these elements in as much as they affect students' career pursuits in light of globalization. This research was conducted systematically with the support of a theoretical framework, an extensive review of literature together with descriptive analysis to explain these influences.

5.1 Summary of Key Findings

In the first part, the need to comprehend promotion and obstruction factors in the process of career advancement across borders was explained. It brought out the observation made on the increasing students' awareness of employment opportunities with the office of foreign firms and the need to better understand the forces that created such attitude. Exploring the previous literature gave a full analysis of the findings and the main themes that have been highlighted like the salary expectation, exposure to other countries, professional development, and cultural transformation. These themes lay down the backdrop for the research questions and the method used in this study.

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The method applied in this study was the development of a structured questionnaire to be administered to a sample of 40 students. The descriptive analysis of the collected data revealed several significant findings

I. Motivations – The primary reasons students show interest in working in companies from other nations are as follows; These factors correspond to the findings of the prior studies focusing on the role of financial motivators and overseas experience in career choices.

II. Hindrances – The major hindrances listed by the students include language fluency, cultural assimilation, and bureaucratic procedures of the employment process in foreign organizations. Thus, the present study reveals difficulties connected with working in the international context and indicates fields that may require further assistance.

III. Students' Perception regarding Organizational Culture- Students tend to appreciate Organizational culture concerning collaboration and development opportunities. This preference

is in line with many employee satisfaction surveys, which demonstrate modern workers' attachment to a healthy organizational culture.

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5.3 Implications and Recommendations

The study's findings have several practical implications for educational institutions, employers, and policymakers. Educational Institutions, to improve students' readiness for international occupations institutions should improve language development courses; intercultural skills seminars; and career counseling. These initiatives will enable students to break language barriers, minimize culture shock, and successfully process application information.

Employers: Firms could enhance their employer attractiveness to potential candidates by paying a higher wage, skill development, and language and cultural accommodation. Thus, the given sources of evidence suggest that it is possible to identify and influence factors that would help employers obtain talented employees and ensure that the workers are welcome and want to stay at the company.

Policymakers: Pre-unit programs for language development as well as cultural sensitivity training, flexibility of visa requirements and work permits, and inclusion of students for international job openings can help in the employment of international students and thus offer them better career opportunities.

Thus, this dissertation has highlighted the most important factors that explain the understanding of the tendencies of students' managerial career choices in foreign companies. Given the focus on the elements of motivation, barriers, and perceptions of organizational culture, the analysis has provided an essential understanding of the factors influencing the students' career choices. The qualitative data findings complement the goals of this study in the concurrent aspects of globalization regarding the several factors involved in the students' career pursuits, as well as demonstrating the importance of specific points of intervention to help students obtain international occupations.

The outcomes identified in the study, therefore, highlight financial rewards, the training of teachers in career options, and policies on organizational culture. At the same time, they discuss the issues connected to the language barrier and necessary cultural adaptation, as well as

application processes. Mitigating these elements will help stakeholders in improving the career prospects of the students as well as facilitating their employment across the world.

In total, this study has elucidated students' attitudes towards employment in overseas organizations, while addressing foundational, pedagogical, organizational, and governmental concerns. Acknowledging the contributions of the study to advancing the literature and understanding of barriers to career readiness, as well as the proposed practical application, it is crucial to underline the need for further research and systematic carrying out of special interventions to facilitate students' successful transition into the global job market.

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Appendix

