

An Assessment of Factors Influencing Expatriate Mobility in Namibia – A Case Study of the International University of Management – Dorado Campus

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Abstract

The purpose of this study is to assess the factors influencing expatriate mobility in Namibia specifically for The International University of Management (IUM). It proposes a theoretical framework that explain the importance of using expatriates. The study surveyed ten (10) expatriate lecturers at IUM – Dorado Campus, Khomas region to determine the key factors that significantly influence expatriate mobility. This study has used a mixed approach that made use of qualitative and quantitative research to assess the factors influencing expatriate's mobility in Namibia (IUM), primary data was used to test hypotheses and the positivist research strategy was employed for the descriptive study that entails the gathering and analysis of qualitative data. The study gave indication of the importance of expatriates, as few studies have explored over the years regarding this matter, but this is a relatively still new issue that need to be discovered by researchers. The findings may yield a purpose for those who wish to take up the position of an expatriate whether it is an assigned expatriate or a self – initiated expatriate.

Keywords: *Expatriate, Mobility, Assess, Factors, IUM*

Introduction

An “expatriate” (often shortened to expat) is an individual living in a country other than their country of citizenship, often temporarily and for work reasons. An expatriate is an employee who is sent to live and work abroad for a defined time period, expected to relocate abroad, with or without family, for as short as a period of six months to a year and typical expat assignment however are from two to five years long. Expatriates play a positive and vital role in our highly international businesses. There are major factors that are pulling expatriates to Namibia. It has been observed that expatriates are coming to Namibia for the reasons of knowledge and skill transfer because their specialized skills are not present in the local workforce and are therefore employed due to lack of available skills in the local market to carry out certain functions.

In general expatriate is someone who has skills, that a country does not have and that person come to work for such a country. Any individual who relocates from his or her home base to an international location for business or work purpose and sets up a temporary residence in the host country. This is simply all about sending and hiring the experts. Expatriates are well known because of specific knowledge and skill transfer, gaining international experience and also for maintaining relationships. International assignments don't come cheap.\

Expatriates are quite expensive, they can be difficult to manage because of the problems associated with adapting to and working in unfamiliar environments and cultures, concerns about their development and careers, difficulties encountered when they re-enter their parent company after a foreign assignment and questions about how they should be remunerated. In Namibia, there are laws and regulations that are in place regarding the matters of employing an expatriate and some of the laws are The Affirmative Action Policy, A Namibia employment work permits and visas law and also the Foreign Affairs Policy Law. [The Affirmative Action (Employment) (AA) Act], 2007 section 19 is talking about preferential treatment of designated group, subsection (3) Subject to subsection (4), further more states that: a relevant employer shall, with due regards to purposes of this Act, train a Namibian citizen as the understudy of every non-Namibian citizen employed by him or her or it.

Expatriates have core strategic values to transfer business and technological know-how, to facilitate and upgrade communications, to develop employees, to further a unified organizational policy (Altman & Baruch: 2012). Expatriates are appointed because they are likely to have tacit knowledge of global operations and help the local employees to identify and meet the company's objectives. They are the means of applying the strategic control over the subsidiary (Phillips & Fox 2003). The Immigration Control Act, 1993, No.7 of 1993 aims "to regulate and control the entry of persons into, and their residence in Namibia.

Therefore, it is against this background that this study was aiming to assess factors influencing expatriate mobility in Namibia. By factors, the researcher means the advantages and disadvantages influencing expatriate's mobility in Namibia. The main purpose of the study was to assess factors that are influencing expatriate's mobility in Namibia. Specifically, the study aimed to achieve the following objectives:

Research objectives

1. To find out the true mission of expatriates (lecturers) in Namibia, at IUM - Dorado Campus.
2. To find out if expatriates comply with A Namibia Employment Work Permit/Visa Law and Foreign Affairs Policy Law in Namibia at IUM, Dorado Campus.
3. To investigate systems used in monitoring the work of expatriates in Namibia, at IUM - Dorado Campus.
4. To investigate how Affirmative Action (AA) is being implemented on expatriates at IUM - Dorado Campus.

Research hypotheses

The following hypotheses was tested

1. H1. There are factors influencing expatriate mobility in Namibia
2. H0. There are no factors influencing expatriate's mobility in Namibia

Literature review

Empirical literature

A review of related empirical literature on assessment of factors influencing expatriate mobility. There are several factors that are examined by many researchers such as: the importance of expatriates, the advantages and pitfalls of expatriates, the process of managing expatriates, resourcing policies, recruitment and selection policies, preparation policy, performance management, pay and allowances policies, culture shock was done to assist the researcher to establish the general trend and findings from previous researches (secondary data).

Theoretical framework

The globalization of our world economy has evolved significantly over recent decades as organizations have sought opportunities to perpetuate and remain competitive (Lowe et al, 2002). One of the most obvious implications has been the tremendous increase in the number of US workers who are being transferred to foreign countries. In fact, current estimates suggest that over two million Americans are working abroad for US companies at any given time (McCallum and Olson, 2004; Peterson et al, 1996).

Previously being sent on an overseas assignment was an indicator of a career in Corporations (MNCs), consider an overseas assignment a prerequisite for advancing one's career (Chen et al, 2002). The increasing economic globalization has spurred the expansion of multinational corporations and has increased the numbers of employees moving across the globe to gain international experience and to maintain relationships.

The study studied the factors (good or bad) that had influenced the expatriate mobility. There is an extensive literature on the use of expatriation and why organizations and individuals use it. At the organizational level there are reasons like: knowledge transfer, management development, creation of organizational culture, and for business information networks Tung (1981, quoted in Harzing & Van

Ruyssseveldt: 2004). At the individual level, Stahl, Miller & Tung (2002: 217) argued that relatively little is known about why expatriate move across the globe.

Expatriates are employed to transfer knowledge, skills and technology and to fill temporary shortages (<http://www.thevillager.com.na/articles/9935/600-expatriates-in-Govt/>). They are well known for gaining international experience and also for maintaining relationships. International assignments don't come cheap.

Expatriates are quite expensive, they can be difficult to manage because of the problems associated with adapting to and working in unfamiliar environments and cultures, concerns about their development and careers, difficulties encountered when they re-enter their parent company after a foreign assignment and questions about how they should be remunerated. All of the mentioned reasons lead to expatriate's mobility.

In Namibia, there are laws and regulations that are in place regarding the matters of employing an expatriate and some of the laws are The Affirmative Action Policy, A Namibia employment work permits and visas law and also the Foreign Affairs Policy Law. [The Affirmative Action (Employment) (AA) Act], 2007 section 19 is talking about preferential treatment of designated group, subsection (3) Subject to subsection (4), further more states that: a relevant employer shall, with due regards to purposes of this Act, train a Namibian citizen as the understudy of every non-Namibian citizen employed by him or her or it. In Namibia, The Immigration Control Act, 1993, No.7 of 1993 aims "to regulate and control the entry of persons into, and their residence in, Namibia; to provide for the removal from Namibia of certain immigrants; and to provide for matters incidental thereto."

Importance of expatriates

When it comes to building up subsidiaries in a host country, locals may lack the specific skills required by the multinational Companies (MNCs). Therefore, the companies should send expatriates to conduct business in order to ensure themselves against failure (Ronen, 1986). In order to staff their subsidiaries, the MNCs can use three staffing approaches: ethnocentric, polycentric and geocentric approach.

The expatriates are used both in ethnocentric approach and geocentric approach (Wild, Wild & Han, 2000). Dowling, Schuler and Welch (1999) cited by Qi & Lange (2005) use a short but precise explanation of ethnocentric approach. It means that subsidiaries abroad are managed by expatriate from home country. Geocentric approach is used when MNCs choose the best qualified employees to lead subsidiaries abroad irrespective of nationality (Wild et al., 2000). Expatriates are more familiar with management techniques and methods than local employees. Thus, the expatriates may guarantee a good job performance and follow company policy which is used in every part of MNCs (Ronen, 1986).

Advantages and pitfalls

According to Qi & Lange (2005) keeping management techniques or know-how- in-house is not the only concern which makes the assignment of expatriates important for the company. Posting of expatriates gives MNCs the opportunity to control and coordinate their subsidiaries better. Moreover, a host country may totally differ from the home country in people's attitude and behavior.

Dealing only with locals can be unsolvable and costly for MNCs. By having an expatriate on site, difficulties concerning culture can more or less avoided. Headquarters have contact persons in the host country who think and behave in the same way as the parent company does. In addition, subsidiaries are dispersed around the world. Not every country has the same security and quality standard. With the help of expatriates, companies are able to respond to problems earlier and also directly.

Eventually, expatriates share the aims of the parent company, and can interpret its policies and organizational culture. Headquarters can put them in key positions around the world to coordinate and control the business (Black, Gregersen & Mendenhall, 1992). Some of the pitfalls exist when sending expatriates abroad, although the advantages outweigh. Pitfalls which the company has to face, are for instance that the local people get little possibility to manage the subsidiaries.

Furthermore, an expatriate can misunderstand the local political situation, which may increase political risks. In addition, the expatriate has to build up local connections again and ask about local market demands.

Factors affecting expatriate performance

The performance of expatriates is negatively affected by factors such as culture shock and cross-cultural adjustment. Socio-cultural adjustment and psychological well-being of expatriates and their families for their success, while evidence collected by Armstrong (2007) indicated that expatriate failure is largely due to firms' overemphasis on selection based on technical expertise rather than cross-cultural competence.

(Armstrong: 2007). And Dickmann (2008) provided evidence that organizations seem to overestimate financial and family motives and undervalue career and work-life balance considerations favoured by expatriates. Kim & Froese (2012) indicated that 'The individuals' reluctance to accept an assignment might have influenced their efforts to adjust, their satisfaction with the assignment and eventually might pull out. In contrast, individuals seeking or willing to accept an assignment are perhaps more satisfied with the assignment and show intentions to remain until the end of the assignment.'

Culture as an influence on expatriates

Culture is becoming a popular topic in the research area today. In the early 1870s, Tylor gave the definition of the culture "that complex whole which includes knowledge, belief, art, morals, law, custom and other capabilities and habits acquired by man as a member of society" (Tylor, 1871 cited by Hill, 2005, p. 91). Until now, one of the most influential culture theories is proposed by the Dutch social scientist Hofstede. He (1984 cited by Hill, 2005, p.91) defines the culture as "the collective mental programming which distinguishing people in one group from people in other groups".

Culture shock

Oberg (1960) a well-known American anthropologist, defines this phenomenon as the "occupational disease" the sojourners experience because of the constant interaction with the new environment and the different situations the host country offers. It indicates that people will feel lost, confused and anxious because of the unfamiliar situations and different culture norms and values (Neuliep, 2003).

Dressing code for weddings, funerals, cultural festivals still differs from culture to culture. Dancing, singing, food preferences and many others also remain different from culture to culture. In Namibia, the Oshiwambo speaking tribes eat mahangu porridge and drink oshikundu as their staple food, while the Hereros and Himba tribes eat too much cattle meat, drink cow milk (omaere) and the Damara>Nama like goat meat.

The san tribe depend on hunting as a main source of their daily food. When people move to a country and experience a new culture, they always take values, beliefs and behaviours based on their own culture shock. It is a psychological and social process in which people feel homesick, confounded, depressed, irritable, stressed and furious (Wild et al.,2000).

Stages of culture shock

Culture shock often begins when people arrive in a new place. It has four stages, but not every person experiences every stage (Wild et al., 2000)

Figure 3.1 shows how the expatriates experience four stages in the host country when they face culture shock, which appears as a U-shaped curve. The detailed information of X-coordinate and Y-coordinate is omitted, which otherwise would have represented the expatriate' degree of adjustment, and the duration of the assignment.

The reasons are that not every expatriate has the same degree of adjustment, and they do not finish the whole process of culture shock in the same period (Black & Mendenhall, 1991 cited by Mendenhall, Punnett & Ricks, 1995).

Honeymoon

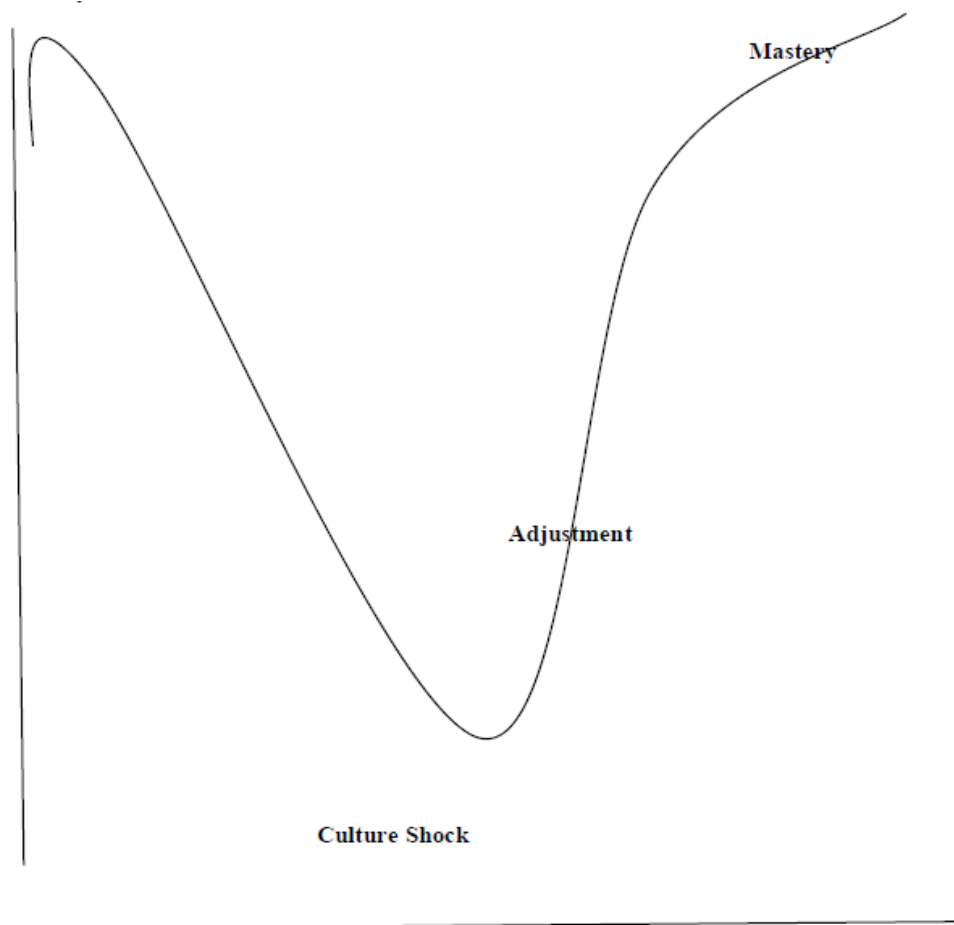


Figure 1. The U-curve of cross-cultural adjustment

Source. Mendenhall, M., Punnett, B. J. & Ricks, D. (1995). *Global management*, Cambridge (Massachusetts): Blackwell Publishers Ltd. P.411

The initial stage. honeymoon

Expatriates may feel curious, excited and fascinated by the host country when they go into a totally new environment. This period often lasts a couple of weeks to half a year. Expatriates always have an expectation of the nice life and working in a foreign country before they leave for there (Winkelman, 1994 cited by Neuliep, 2003; Chaney, 2004; Qi & Lange, 2005).

The second stage. culture shock

After the honeymoon, expatriates will have senses of disappointment, frustration, confusion and anxiety, because of different life styles, customs, values and beliefs between the two countries. Ordinarily, this stage also goes on for a few weeks or months (Winkelman, 1994 cited by Neuliep, 2003; Chaney, 2004).

The third stage. adjustment

At this stage, expatriates' recovery begins from the emotional bottom. They gradually know the importance of learning the norms and approaches of doing things in the new culture and in the new job.

Therefore, they try to change the attitudes toward the host culture, adapt to the new environment, find an effective way to deal with the new culture, know more about the local language, foods, and custom, as well as increasing contacts with local people (Winkelman, 1994 cited by Neuliep, 2003; Chaney, 2004).

The final stage. mastery

Mastery is also called adaptation. Expatriates enter into this stage when they can adapt to the new culture, local custom, and get along with locals. They can understand why some aspects of the host country are so different from theirs and try to absorb these aspects to their own mental system (Winkelman, 1994 cited by Neuliep, 2003; Black & Mendenhall 1991 by Mendenhall et al., 1995; Chaney, 2004).

Alleviation of expatriate's culture shock

With more expatriates working abroad, the culture shock is becoming a current debate. Because of the inability to adapt to the new culture, expatriate failure rate is still high (Chew, 2004). Therefore, alleviating culture shock is crucial for a successful international assignment. It can be eased by selecting people who have certain required qualifications and by providing necessary training programs for them before the relocation abroad (Krapels, 1993 cited by Chaney, 2004).

Research methodology

Research design

Mixed method which comprises of quantitative and qualitative, descriptive, as well as primary and secondary data was used. Additionally, a survey was conducted for collection, analysis as well as interpretation of observation. It was simpler and easier for the researcher to gather data which could be analyzed, interpreted and used as a basis for finding out the factors influencing expatriate mobility in Namibia at IUM – Dorado Campus (Khomas Region).

Quantitative research

According to Flick (2006), Dobrovolny & Fuentes (2008) quantitative (fixed) research- is a formal, objectives, systematic process in which numerical data are used to obtain information about the world. Qualitative research generates statistics through the use of large-scale survey research, using methods such as questionnaires or structured interviews. This type of research reaches many people and the contact with those people is also much quicker. Quantitative, as the name suggests, this approach is concerned with quantitative data (Flick, 2011). Although this research approach is informed by a positivist philosophy, it can be used to investigate a wide range of social phenomena, including feelings and subjective viewpoints. It is more effective.

Qualitative research

A qualitative study design is defined by Creswell (1994) as “an inquiry process of understanding a social or human problem based on building or complex, or holistic picture, formed with words, reporting detailed views of respondents or informants, and conducted in a natural setting”. Qualitative (flexible) research explores attitudes, behavior and experiences through such methods as interviews or focus groups. It attempts to get an in-depth opinion from participants. As it is attitudes, behavior and experiences which are important, fewer people take part in the research, but the contact with these people tends to last a lot longer.

Target population

Best & Khan (1993) defines population as any group of individuals that have one or more characteristics in common that are of interest to the researcher. The target population was composed of The International University of Management's foreign lecturers through using a predetermined random sampling method, and at the same time they were the respondents. The target population size for interviews will be determined by rationalization of the total number of departments (Newman, 1998). Approximately IUM has 180 lecturers, of which 50 are expatriates and majority of the expatriate lecturers are males.

Sampling techniques

A sample is a subset of population (Sekaran, 2003). It is drawn from the population and by studying it the researcher should be able to draw conclusions that would be generalizable to the

population of interest. Probability sampling is used when representativeness of the sample is of importance in the interests of wider generalizability (Sekaran, 2003). This study used probability sampling technique.

Sample size

A total of 20 respondents (expatriate lecturers) from IUM, Dorado Campus were selected randomly. The sampling method chosen was therefore stratified randomly. Out of 20 only 10 responded and others who did not respond it was never communicated to the researcher the reason why they did not respond. Below is the table of sampling and the response rate.

Table1. Sampling and response rate

Institution	No. of Expatriates	Sample	Response Rate	Non Response Rate
IUM, Dorado Campus	50	20	10	10
Total	50	20	10	10

IUM has branches (campuses) in 4 regions but only one region and one campus used for this study which is Khomas region, Dorado Campus. A survey was conducted for this study.

Limitations of the study

According to Price & Murnan (2004) the limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from your research. The researcher aims to cover all branches (campuses) of IUM in the country but time was not adequate at all, and also the difficulties of accessing useful information from those campuses was not there because expatriate lecturers are ever busy. The whole IUM branches (campuses) could not be covered due to some logistical reasons and long distances to travel to and fro to get answers from respondents. The behavior and reactions from respondents were another limitation in data collection process. Another limitation was that the researcher relied much on questionnaires since telephone interviews were not possible to some of expatriate lecturers who had no telephone. Furthermore, an analysis of scores might reveal that seemingly different instrument rank order or classify expatriate lecturers roughly equivalently. On the same note, observations and interviews with expatriate lecturers as they answered questionnaire, an approach that is sometimes used during the interview development process, could result in somewhat different interpretations of a questionnaire's reasoning requirements. This study focused only on IUM (Dorado Campus) expatriate lecturers, only 1 out of 4 regions where IUM has branches or campuses. For logistical reasons, it was not possible to cover all the four (4) regions. In some instances, where the response rate was low or zero, time was the main hindrance as expatriates are ever busy.

Data collection instruments

Data collection is a "systematic way of gathering information, which is relevant to the research purpose or questions" (Burns & Grove 1997:383).

Primary and secondary data was collected by using structured questionnaires (open ended and closed ended) (Kothari, 2004). The researcher used questionnaire and interview as the main research instruments. Interviews can be structured, unstructured or semi-structured. Telephonic interview was conducted only with expatriates who had access to office telephone. The researcher also uses this type of questionnaire, and it was possible to find out how many people received request for work permit extension and how they felt about it. A structured questionnaire was used to record demographic data which includes: sex, age, duration of stay within the institution and individual expatriate's observations on the subject of study. A questionnaire was designed for this research to answer the research questions. It was divided into 4 sections reads as follows

- Section A. Demographic data
- Section B. Expatriates personal evaluation
- Section C. Expatriates personal view
- Section D. General additional information

For the background understanding of the subject secondary sources were used and the questionnaire were attached as appendices. There are many ways of collecting data through personal or face to face interviews, telephone interviews, personally administered questionnaires, electronic questionnaire and also mail questionnaire but the researcher decided to make use of personally administered questionnaires. The researcher conducted respondents and managed to distribute questionnaires to some of them. The language the researcher use was appropriate to the vocabulary of the group of all those that were studied because most of the respondents are lecturers they are educated and know what to say and how to answer questions. Some of the respondents were given questionnaire to complete at their own pace where they feel more comfortable.

Data analysis

Data Collected was analyzed and computed in Excel Spreadsheet to produce graphs and tables and then findings (or analyzed data) are presented using descriptive statistical techniques such as tables, percentages, graphs and charts. The researcher believed that this seems to be the easiest and simplest method of quantifying data collection. The descriptive statistics was done to analyze demographic data of the respondents with other information on expatriates and compute scores for the various factors under consideration. Data are presented using bar graphs, bar charts, tables and pie-charts. It was also a dilemma to the researcher to come up with proper methods that would produce exact data to measure things like behaviors, attitudes and feelings of respondents.

Ethical considerations

The International University of Management, School of Postgraduate Studies permit the researcher to carry out the study. Respondents were informed of the intention or the purpose of the research before completing questionnaires and those who agreed were used in this study.

Results and discussion

Out of the 20 questionnaires distributed to expatriate lecturers, 10 were completed and the remaining 10 were returned unanswered. Concentration was more on expatriate demographic data such as gender, marital status, ages, ethnicity & qualifications; Expatriates personal evaluation; Expatriates personal views as well as general additional information.

Demographic data of expatriate lecturers

This was about the collection of expatriate's demographic data; such as gender, marital status, ages, ethnicity and qualifications.

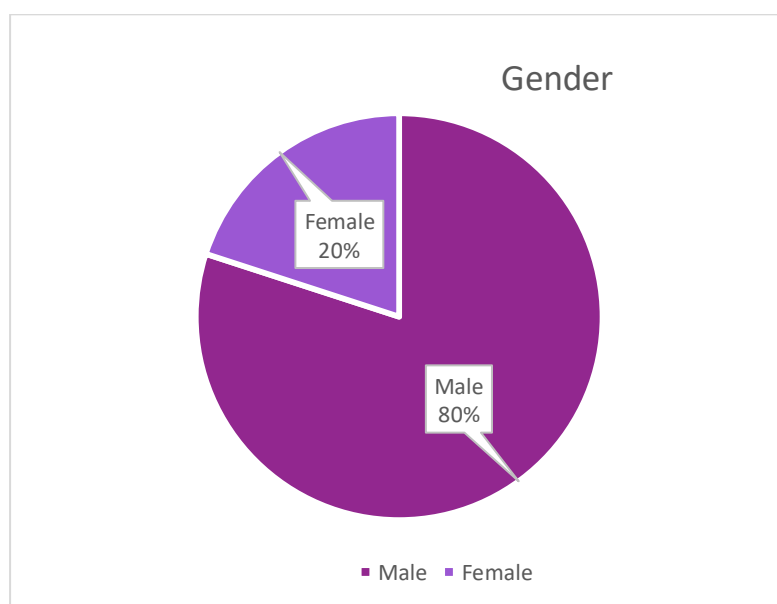


Figure 2. Shows gender (male/female)

The results shows that 20% of the respondents are females and 80% of respondents are males. The majority of the respondents are males because they can easily move from their country to another. Female respondents are fewer because it is not easy to convince a woman to take up the work of an expat.

Table 2. Ethnic origin of expatriates

Ethnic origin	Number	Percentage
White	0	0%
Black-African	7	70%
Black-Caribbean	1	10%
Black-Other	0	0%
Brown-African	2	20%
Bangladeshi	0	0%
Chinese	0	0%
Indian	0	0%
Pakistani	0	0%
Total	10	100%

The table shows the percentages of ethnic origin. The 90% of expatriates (Black-African and Brown-African) were from Africa continent, and this is because expatriate's countries are near Namibia and it will be easy for them to go and visit their country any time they feel like. Only 10% was made up of Black-Caribbean.

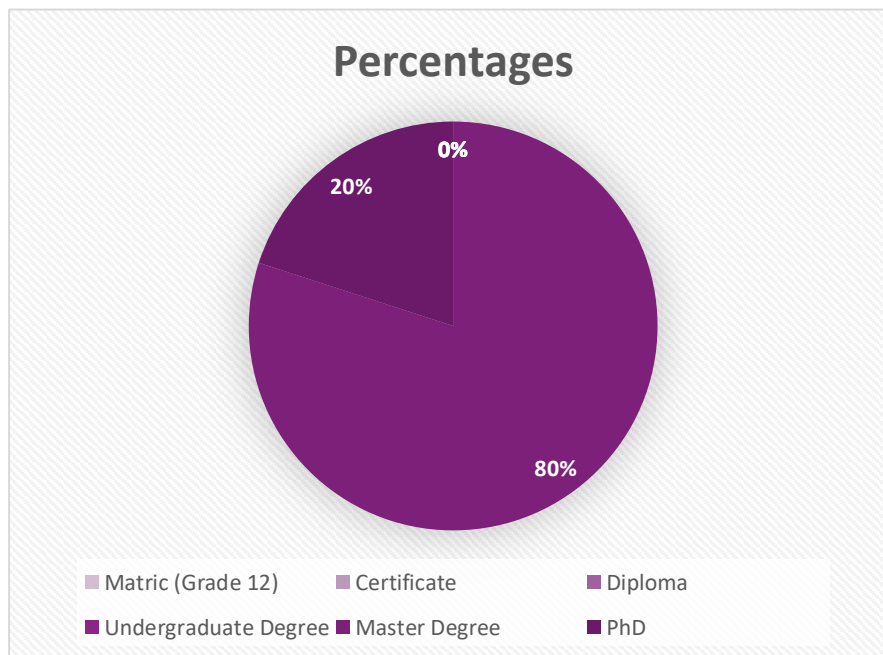


Figure 3. Highest qualification

The results show that 80% of the respondents have master degrees, they are very well equipped to teach students. The 20% was made up of those with PhD, very educated with numbers of experience. Among all the respondents none of the lecturer with an undergraduate degree or below.

Expatriates personal evaluation

This section was meant for expatriate personal evaluation; how long they had been working or employed at IUM?

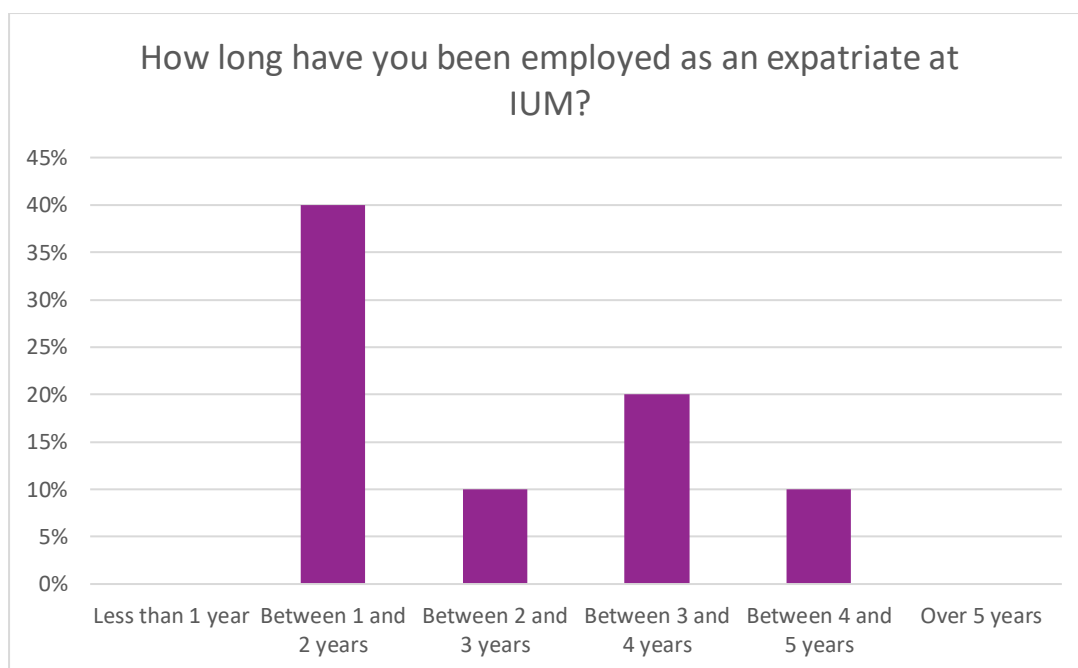


Figure 4. Number of years in employment

The results shows that 40% had been employed as an expatriate at IUM, followed by 20% and 10% respectively. None of the respondents have been employed as an expatriate at IUM for less than a year.

Table 3. Show the problems encountered by expatriates when they started working at IUM, Dorado campus

The employees who transferred to a foreign country for employment often lose the social networks and extended family that are readily available in an employee's home country (culture shock)	6 respondents	60%
Difficult with international assignments	0 respondents	0%
Lack of support such as language classes or relocation assistance	4 respondents	40%
General concern for expatriate's health, well-being and balance between work and personal life.	0 respondents	0%

Among the problems that expatriates encountered when they started working at IUM, Dorado Campus, 60% opted for the problem of losing the social networks and extended family (culture shock), while the 40% opted for the problem of lack of support. The remaining problems were not experienced by expatriates or were not a problem to them.

Expatriates personal views

This section dealt with the respondents' views on factors (advantages and disadvantages) that are associated with them.

Table 4. Show the advantages that are associated with expatriates

Advantages	Total % Scores	SD	D	N	A	SA	Total
Expatriates are well known because of specific knowledge and skill transfer	Total % score of	0/10x100 =0%	0/10x100 =0%	2/10x100 =20%	4/10x100 =40%	4/10x100 =40%	10 100%

Expatriates are gaining international experience and maintaining relationships	Total % score of	0/10x100 =0%	0/10x100 =0%	2/10x100 =20%	3/10x100 =30%	4/10x100 =40%	10 100%
Expatriates offer services at a much cheaper prices than locals	Total % score of	2/10x100 =20%	2/10x100 =20%	2/10x100 =20%	3/10x100 =30%	1/10x100 =10%	10 100%
Expatriates offer quick and efficient services	Total % score of	0/10x100 =10%	0/10x100 =0%	4/10x100 =40%	1/10x100 =10%	5/10x100 =50%	10 100%
Expatriates are more educated and can communicate well in English	Total % score of	0/10x100 =10%	0/10x100 =0%	3/10x100 =30%	2/10x100 =20%	3/10x100 =30%	10 100%

The results show that some of advantages like: expatriates are well known because of specific knowledge and skill, expatriates are gaining international experience and maintaining relationships, and expatriates offer quick and efficient services; respondents strongly disagree and it is an advantage to the respondents. The other advantages respondents agreed and strongly agreed with the highest scores as shown in the table. All total percentage (%) scores are added up to the numbers of respondents (10) and are summed up to give 100% total. Example: 0+0+2+4+4=10 respondents, and converted to percentages 0%+0%+20%+40%+40%=100%. The main advantage was that of: Expatriates of quick and efficient services, with 50% and the least was that of: Expatriates offer services at a much cheaper prices than locals.

Table 5. Show the disadvantages that are associated with expatriates

Disadvantages	Total % Scores	SD	D	N	A	SA	Total
Expatriates are very expensive	Total % score of	1/10x10 0=10%	1/10x100 =10%	2/10x100 =20%	2/10x100 =20%	4/10x100 =40%	10 100%
Expatriates are treated special ahead of Namibian citizens and are represented by the law and regulations of the country	Total % score of	3/10x10 0=30%	1/10x100 =10%	3/10x100 =30%	2/10x100 =20%	1/10x100 =10%	10 100%
Expatriates marry in their country and again re-marry in Namibia	Total % score of	2/10x10 0=20%	2/10x100 =20%	2/10x100 =20%	4/10x100 =40%	0/10x100 =0%	10 100%
Expatriates can be difficult to manage because of the problems associated with adapting to and working in unfamiliar environments and cultures	Total % score of	2/10x10 0=20%	2/10x100 =20%	3/10x100 =30%	2/10x100 =20%	1/10x100 =10%	10 100%
Expatriates are taking up jobs for Namibians and some are participating in illegal businesses	Total % score of	4/10x10 0=40%	3/10x100 =30%	2/10x100 =20%	1/10x100 =10%	0/10x100 =0%	10 100%

The results show that all total percentages (%) scores are added up to the numbers of respondents (10) and are summed up to give 100% total.

Example: $1+1+2+2+4=10$ respondents, and converted to percentages, $10\%+10\%+20\%+20\%+40\%=100\%$

The main disadvantage was that of: Expatriates are very expensive, with 40% while Expatriates marry in their country and again re-marry in Namibia and Expatriates are taking up the jobs for Namibians and some are participating in illegal business were regarded as not disadvantages to those who strongly agreed.

Conclusion and recommendations

This study focused on the assessment of factors influencing expatriate mobility in Namibia at IUM, Dorado Campus. An assessment was conducted on factors influencing expatriate mobility, targeting the IUM Dorado Campus expatriate lecturers. Most of expatriate's studies reviewed did not tackle the issues of expatriate mobility and the factors that influence it. Expatriate lecturers at IUM Dorado Campus (Khomas Region) should have enough skills and knowledge to be able to carry out their duties and responsibilities as educators (for instance a PhD holder qualify to teach at the university like IUM but not a degree holder).

Expatriate lecturers at IUM Dorado Campus (Khomas Region) need to understand and familiarize themselves with the concept of culture shock. Some of the expatriate lecturers were in doubt and denial and lack the expatriate roles and responsibilities in the host/foreign country (Namibian Employment Work Permit/Visa Law) and also how they should be treated. Systems that are used to identify expatriate works should be in place and made readily available for all expatriate's lecturers. Expatriate lecturers should stick to their true mission and not to participate in any other activities. Various stakeholders such as government ministries, embassies and other institutions should improve and introduce more ways of assisting expatriate's lecturers reaching their goals and objectives. Expatriate lecturers should stick to the laws that govern expatriates and they should read more about The Namibian Affirmative Action Act on expatriates at IUM, Dorado Campus. The ministry of Home Affairs & Immigration (Namibia) should extend/renew the work permits of expatriate lecturers at IUM-Dorado Campus (Khomas Region) if expires, depending on the behaviour /manners and expertise.

Area for further study

Further research is recommended

1. On the attainment of other objectives of the expatriate monitoring strategy & evaluation
2. On this topic in other regions (campuses) of IUM which then could be compared with the findings of this research (few suggestions for further research, in connection to the assessment of factors influencing expatriate mobility in Namibia can be made. A research with samples mostly from all the IUM Campuses and other universities in the country can be made to draw several comparisons and conclusions).
3. On the experience and ideas of the amendment of the Affirmative Action Act when it comes to employing an expatriate.
4. Similar studies may be conducted in areas not covered by this research, but new methodology and population be considered for further research.
5. This study has a vital contributory point to IUM in terms of expatriate mobility and also to other universities that might want expatriates' services.

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