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Irena Niskanen

CULTURAL PROBLEMS THAT EXPATRIATES FROM BALKAN ARE FACING IN FINLAND

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ABSTRACT

Author	Irena Niskanen
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Within the world of globalization and open borders, everything becomes more international. The organizations have subsidiaries in other countries, employees and their families are moving abroad because of work or pleasure. Therefore the need for cultural understanding is in growth worldwide. Cultural differences make it hard for the inhabitants of one origin to understand others. In order not to experience culture shock, the expatriation is the process that should help all expatriates integrate in the new environment as well as possible.

The purpose of this thesis is to explore and to understand the problems that Balkan expatriates are facing in Finland. It debates, as well, what kind of measures should be taken so the integration would be successful.

The research is done with the qualitative methodology. Twenty expatriates from Balkan who live in Finland have been interviewed. To gain better perception and insight into Finnish culture and human behavior, fourteen inhabitants of Finnish ethnicity have been interviewed as well.

The empirical study shows that none of the Balkan expatriates had any opportunity of cultural awareness training, which led to big adjustment problems and possible culture shock. Therefore, we can come to the conclusion that some expatriates are still jammed in the adjustment phase even after ten years of being in Finland. This thesis gives an idea about the improvement of the expatriation process. The government and companies should organize pre-departure and post-arrival awareness trainings, as well as, courses and workshops where is possible for expatriates to interact socially with the host community.

Keywords   Expatriates, Culture diferences, Intrnational, Balkan, Finland

VAASAN AMMATTIKORKEAKOULU

Kansainvälisen kaupan koulutusohjelma

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Maailman globalisaation ja rajojen avautumisen yhdeydessä, kaikki muuttuu entistä kansainvälisemmäksi. Yrityksillä on tytäryhtiöitä muissa maissa, työntekijät ja heidän perheet muutavat ulkomaille työn tai huvin vuoksi. Siksi tarve kulttuurien ymmärtämiseen on kasvussa maailmanlaajuisesti. Asukaiden erillaiset alkuperät ja kulttuuritaustat tekevät yhteisen ymmärtämisen vaikeammaksi. Jottei kulttuurishokkia koettaisi, maahanmuutto on prosessi, jonka pitäisi auttaa kaikkia ulkomaalaisia sopeutumaan uuteen ympäristöön parhaalla mahdollisella tavalla.

Tämän opinnätetyön tarkoituksena on tutkia ja ymmärtää ongelmia, joita Balkanin maahanmuuttajat kohtaavat Suomessa. Diplomityö käsittelee myös sitä, mihin toimiin olisi ryhdyttävä, jotta sopeutuminen onnistuisi paremmin.

Tutkimus on tehty kvalitatiivisia menetelmiä käyttäen. Tutkimuksessa on haastateltu kaksikymmentä Balkanilta tullutta maahanmuuttajaa, jotka asuvat Suomessa. Tutkimuksessa haastateltiin myös neljätoista suomalaista, jotta saataisiin parempi käsitys ja tiedot suomalaisesta kulttuurista ja ihmisten käyttäytymisesta.

Empiirinen tutkimus osoittaa, ettei yksikään Balkanin maahanmuuttaja ole saanut sopeutumisvalmennusta, joten loputuloksena ovat suuret sopeutumisongelmat ja mahdollinen kulttuurishokki. Tutkimus osoittaa, että tästä johtuen osa muuttajista on edelleen alku vaiheessa, vaikka maahanmuutosta on kulunut jo kymmenen vuotta. Tämä opinnäytetyön antaa paremman käsityksen integraatioprosessista ja sen parantamismahdollisuuksista. Valtiovallan ja yritysten tulisi järjestää sopeutumiseen liittyviä koulutuksia, ennen lähtöä ja myös saapumisen jälkeen. Tutkimus osoitti, että tarvitaan myös kursseja ja työpajoja, joissa maahanmuuttajilla olisi mahdollisuus interaktiiviseen keskusteluun suomalaisten yhteisön kanssa.

Avainsanat	Ulkomaalaiset, Maahanmuuttajat, Kultturierot, Kansanvälinen, Balkanin maat, Suomi

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ACKNOWLEDGMENTS

1. INTRODUCTION

The goal of this thesis is to find the most common cultural problems that expatriates from Balkan are facing in Finland, and to trying to help and solve this problem in this study.

In the first chapter of the thesis the problem will be presented as well as the reasons and purpose of choosing this particular subject, methodology used in the research and the limitation of the study.

1.1. Problem

The research problem of this thesis is what is the actual cultural problem, which the expatriates from Balkan are facing in a new environment, experiencing the differences through homesickness, cultural shock, which is caused because of the differences between they country of origin and Finland.

1.2. Purpose of study

The reasons and motivation for choosing this topic are simple. As I am myself an expatriate in Finland, who experienced cultural shock and adjustment to the new environment, I wanted to explore this subject more through a theoretical study and also study the cultural adaptation of other Balkan cultures to the Finnish culture. I want to compare, see, analyze where and what are the problems that Balkan expatriates are facing in Finland. If we all have the same difficulties, if everyone gets affected in the same or different way, how can it be improved, and to help us understand or at least to take us to a successful level of understanding.

Furthermore, there are more and more companies that would like to operate worldwide every year, but to have successful business they will need to communicate and interact with different cultures. I believe this research will also help others. They can benefit from it in future and make work and life of expatriates much easier, more understandable in Finland.

1.3. Research Methodology

This thesis consists of secondary data in theory form from different literature sources in the area of expatriation, international human resource management, culture, cultural differences, researches and primary data, conducted by using a questionnaire, interviews and my own experience.

The secondary research data is presented as quantitative, which means that its impersonal, in a way controlled, used to confirm the theory based on knowledge of the other researchers. While primary research data is seen as qualitative, this means it is more subjective, natural, personal, interactive and it is generally used in social and cultural sciences where it explores people's behavior, social and cultural way of living, so I find it more closer to the subject of study.

For this thesis a survey was conducted using a questionnaire. The questionnaire was designed to answer particular questions through close-ended and open-ended questions. In the close-ended questions, not many options to own opinion answers were given, therefore it helped me to get some more concrete answers. On the other hand the open-ended questions helped me to conclude more personal answers through which I could find out more about different cultural problems, go deeper into human psychology and make my research successful.

1.4. Limitation of the Research

The limitation of this research is the interviewed sample of this study. I ought to get all age variations as well as needed nationalities. Certain embassies have been contacted in order to get contact information of expatriates, but there were no responses. The amount of participants who contributed to this research are maybe not enough for achieving the correct conclusions.

2. THEORETICAL FRAMEWORK

This chapter will present the theoretical framework which has been studied and which helped me to base my own research upon of it. Through the theoretical framework, I will elaborate terms like expatriates, international human research management (IHRM), culture, culture differences, theories of memorable culturologists, criticisms, researches and trainings.

As the European Union enlarges and world globalizes, the world is not anymore divided by artificial and unconfined geographic boundaries. Everything is becoming more international, and by the time there is an increased need for cultural understanding, what most of the time makes a problem between employees, who come from different cultures and environments in a domestic company in a certain country. To understand each other is very hard because of the different culture, education, society, religion, family, existing habits. Therefore, people (Expatriates) that come to live in a totally new environment than the place of their origin, experience culture shock.

2.1. Expatriates

Definition of Expatriate:

An Expatriate is a person who has chosen to live in another country than the one that is his/her legal residence. Nearly all expatriates stay in the foreign country for some period of time and plan to go back to their home land in the future. Even though, there are some that never go back to their country of origin. The term expatriate can be used to describe any person living in another country than the country where they hold a citizenship. The word expatriate comes from the Latin ex (out of) and patria (country,fatherland).
(<http://dictionary.reference.com/browse/expatriation>)[viewed 08/06/2009]
(<http://www.businessdictionary.com/definition/expatriate.html>) [viewed 08/06/2009]

Within the IHRM, expatriation becomes a very important subject, especially the one with international experience and talent are becoming very important and of great benefit to the company. With the exception of the management and technical operation lead, the expatriates

also perform training and development lead to the company personnel. (Ian Beardwell (Ed.)&Len Holden (Ed.) 2001, p.658)

The expatriates in companies are also aware of cultural differences. There is a frequent assumption that the company and country of their origin are better or are doing business better, and by that, they cause unfriendliness among colleagues and other foreign company associates. In the end this again leads to business or individual failure. (Dennis R. Briscoe and Randall S. Schuler (2004) p.114)

The expatriates who own precise ability for some foreign task and which have work contract just for the period of the assignment, and those who have also been hired only when there is an urgent need of one company are been called "ad hoc" or "contract" expatriates. This kind of people have not received any training or any permanent contract, they are needed just for the period of one to three years assignment in foreign country. For those people there is no enduring demand for the person with international expertise, so the companies most of the time do not want to worry about employment relationship. (Briscoe et al. 2004, p.220)

2.1.1.   Expatriation failure

More certain reasons for expatriate failure is inappropriate training or incapability of expatriate or his/her partner/family to adapt into the new environment. According to circumstances of leaving parent country, it is demanded from the company to pay them high salaries and all other expenses for expatriates and their families which are needed. Therefore, it is a big expense for the company itself, to let the expatriate fail in the assignment. Some of the failures caused by not understanding the new culture could lead to culture shock, homesickness or even depression which again leads to lack of motivation and bad performance at work. (Beardwell et al. 2001, p.659)

2.1.2.   Prevention of expatriation failure

The failure of expatriates has brought a lot of culturologists to the solutions and preventions of the culture failure through very carful selection of potential expatriates, cultural awareness trainings, the development of acculturation issues, language, and country knowledge of business. (Beardwell et al. 2001, p.659)

2.2. International Human Resource Management (IHRM)

Definition:

"IHRM is concerned with the human resourse problems of multinational firms in foreign subsidiaries or, more broadly, with the unfolding HR issues that are associated with the various stages of the internationalization process. IHRM is simply HRM on a larger scale". (Boxall (1995). (Beardwell et al. 2001, p.634))

The humans are the company's top priority assets. To waste them, is not just a bad business, but it is putting the company out of business.
Different countries have different values, laws, customs, morals, therefore HR management have to make sure that the employees who are going abroad have to understand the culture of a certain domestic country, and expose them to cultural issues before they actually face it at the working place.

To understand a different cultural environment is acute, therefore HR management has to contribute to the company with well knowledgeable qualified workers in their domestic language and customs. By mixing them with other individuals from different countries and backgrounds, they unnoticeably learning differences between their own cultures. (David A. DeCenzo & Stephen P. Robbins (1999, pp.33-36))

2.2.1.　　　IHRM approaches

The several IHRM approaches form four categories:

The Convergence or Contingency perspective:
The technological changes which eventually develop similar industrial systems, are rooted in the industrial organization where technology dictates the need for similar structures.

Marxist Theory:
This theory ignores culture or any other influence, which consider organizational development. It sees capitalism as production mode.

The Cultural approach:
It consists paths and patterns, transmitted by symbols and defines human race as groups. The main core of culture is made of traditional ideas and values; cultural systems are considered as a product of action or as elements of future action.

The Institutional Perspective:
It is seen as socially constituted business environment.

Every one of these approaches tries to analyze the relationship between social and organizational approach. It also tries to find similarities and the differences that will speck to convergence or divergence. The tendency to expel and undervalue any other approach perspective is the problem of each of them.

These four approaches are divided into two categories, convergent and divergent.

Convergent synthesis of theoretical approach is based on seeking of one idea among others and it is taken additionally to development, which consists of Convergence or Contingency perspective and Marxist Theory.

Divergent synthesis of approach is based on widely open mind towards creativity, which consist of the Cultural theories and Institutional Perspective. (Beardwell et al. 2001, pp. 634-635)

This time I will be focused on The Cultural approach.

2.2.2.   IHRM and Culture

The ability to perform physical, mental, financial, or legal power in a multicultural company is the most important matter in international business. The area of the company that has more influence on cultural differences is human resource, therefore the culture is main point of successful outcome of international business and international HRM.

It often happens that people with restricted knowledge of international experience think that the way of doing business from their own country is not much different than in others. Therefore the survey of Intercultural understanding among countries has been conducted to show on a scale from one to ten how highly developed understanding of other cultures each country has. The highest is cross-cultural capableness, the more developed are. (Briscoe et al. 2004, pp.115)

Table 1. Intercultural Understanding (Briscoe et al. 2004, pp.115)

Intercultural Understanding					
Switzerland	8.02	Thailand	6.13	Peru	5.32
Singapore	7.45	Germany	5.95	Ireland	5.3
Netherlands	7.39	Argentina	5.92	US	5.22
Hong Kong	7.37	Israel	5.89	Portugal	5.2
Malaysia	7.3	Turkey	5.89	Hungary	5.18
Belgium	7.12	Iceland	5.79	France	5.08
Denmark	6.94	**Finland**	**5.78**	Japan	5.08
Sweden	6.75	Brazil	5.71	Columbia	5.04
Chile	6.72	Jordan	5.67	Italy	5.04
Canada	6.63	Greece	5.64	UK	5.03
Egypt	6.48	New Zealand	5.59	Mexico	4.65
Austria	6.44	Indonesia	5.56	Poland	4.57
Taiwan	6.44	Venezuela	5.44	Czech Rep.	4.06
Philippines	6.31	Spain	5.42	South Africa	3.98
India	6.23	Norway	5.39	China	3.42
Australia	6.15	Korea	5.35	Russia	3.1

From this table it is possible to conclude that countries with high intercultural understanding are multicultural (having big number of expatriates), such as Switzerland, Sweden, so therefore they may have better understanding for others cultures. But again there is France with very low understanding, eventhough, there lives a bigger number of expatriates than in Sweden.

There have been many mistakes and misunderstanding of cultures, which shows that people have a need for trainings to gain experience in order to succeed in cross-cultural achievement and to found importance and approach to prosper in relationships.

The culture has meaningful interpretation and the effect in how we develop relationships with people of other cultures, partners, how to reach and develop ourselves as appreciated leaders in the world. To understand the culture influences our ability to recognize certain characteristics within employees and to manage working with them as team, also has influence on capabilities of running business, and global development. (Briscoe et al. 2004, pp.116)

2.3. Concept of Culture

"Culture is the characteristics way of behaving and believing that a group of people in a country or region (or firm) have evolved over time and share." (Briscoe et al. 2004, p.116)
In a way it presents people who they are, where they belong to and they behavior. It causes outcome of human way of thinking, managing the problems and proceeding to decisions.

The culture is strong energy that actually form our thoughts and awareness. It effects our ability of judgment, reaction, communication towards other people, other spoken or tacit language. It varies from civilization to civilization, can be intense, apparent or unseen. The bounds of culture are continuously changing in present and configure the way we create or characterize certainty.

There are many layers in culture, and that is what makes culture so complex and hard to understand, starting from small things as food, style in clothing, compliments, art, history, architecture family significance as visible culture values, to much less obvious values, which are not understandable to people from other cultures. Therefore to understand easily this whole concept, the concept of three culture layers has been made, where each layer defines less visible culture values moving towards the inside of the circle.

Surface culture: represents very visible things;

Hidden culture: represents values of right and wrong, religion, education, philosophy of raising humans;

Invisible circle: represents culture entire truthfulness. (Briscoe et al. 2004, pp. 117-118)

Figure 1. Concept of three culture layers (Briscoe et al. 2004, p.118)
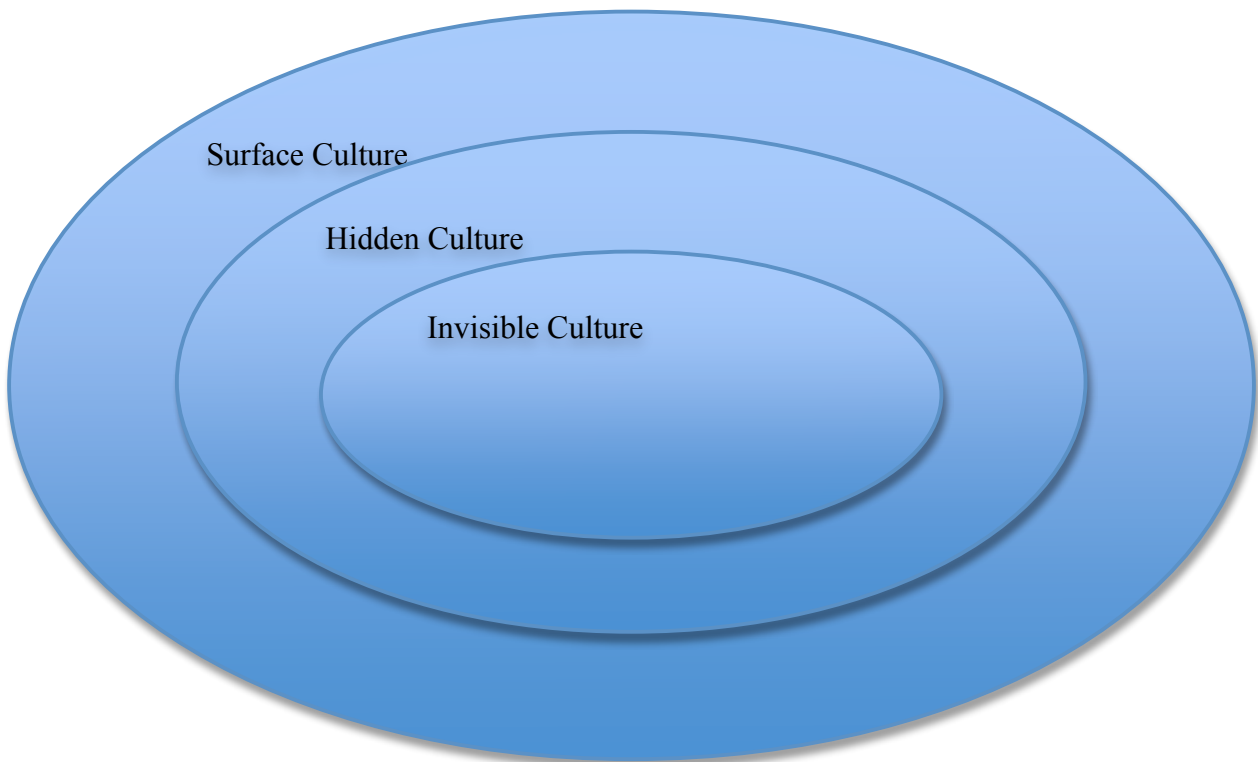
This method of cultural understanding is used in a range of IHR businesses to prepare workforce for international duties.

To develop capability for success in work with different cultures, human resource must pass through cross-cultural competence development. It is demanded, in this approach, that one needs to know, understand and respect its own cultural values to be able to adapt, incorporate with others cultural actions and perspectives. The approach consists of three levels:

- Awareness of own culture standpoint,

- Respect, as recognition of the cultural differences,

- Reconciliation, as determination of differences, process of adjustment.

All stages are difficult and demand to be processed from basic training to the stage of getting experienced. (Briscoe et al. 2004, p.120)

2.3.1. National Cultural groups

The efforts of researchers to group countries with related culture portrait and to recognize flexibility of one, who could understand differences in cultures, are appreciate by many international companies, who again expected that research results would help them to clear up their problems of adjusting on certain culture and limit the number of remarkable unlike countries in international management. The results of numerous researches have shown these cultural groups:

-*Anglo group*, which contain: US, UK, South Africa, New Zealand, Ireland, Canada and Australia;

-*Arab group* that contain: Abu- Dhabi, Bahrain, Kuwait, United Arab Emirates, Saudi Arabia, and Oman;

-*Far Eastern* with: Thailand, Taiwan, South Vietnam, Hong Kong, China, Indonesia, Malaysia, Philippines and Singapore;

-*Germanic* with: Switzerland, Germany and Austria;

-*Latin American* with: Venezuela, Peru, Mexico, Argentina, Chile and Columbia;

-*Latin European* with: Italy, Belgium, France, Spain and Portugal;

-*Near East* with: Greece, Iran and Turkey;

-*Nordic* with: Finland, Denmark, Sweden and Norway;

-*Independent group* with: Japan, South Korea, Israel, India and Brazil.

According to opinion of people who had international experience, many of these groups contain important dissimilarity, even the countries within the group have alike cultural characteristic profiles. Studies of these kinds contribute to the managers' leadership and human resource practice. (Briscoe et al. 2004, p.122)

2.3.2. Culturologists

There are few researchers who are addressing the problem of culture.
Some research show that countries could be divided into the groups according to cultural variables as societal uncertainty, differentiation, and assertiveness (DeCenzo et al.1999, p.34)

2.3.2.1. Geert Hofstede

One of the important writers in the culture study is Geert Hofstede. He believes that there is no proof that today's culture of distinct countries are unite in a common interest. Collecting the survey from 66 managers in different countries, he came to conclusion that managers and employees alter on four dimensions:

Power Distance- describes relationships between superiors and subordinates. If the power distance is high, people prefer little consultation, if is low, than is consultative styles preferred.

Uncertainty Avoidance- describes human distinct ways of escaping uncertainty, by manipulating own environment through anticipated way of working. High uncertainty avoidance prefers set rules and lifetime employment.

Individuality – individualism versus collectivism. Individualism is low dependence on organization and desire for personal time, freedom, and challenge. Collectivism is dependence on organization.

Masculinity- Need of high degree of administration for success, feel sympathy for unfortunate, preference of being better than others. High masculinity culture rules differentiated by gender where man are dominant. Low masculinity cultures have need for smooth social relationships, employee and social welfare has higher priority than growth and efficiency. (Beardwell et al. 2001, p.638)

2.3.2.2. Fons Trompenaars

Trompenaars has more up to date research made also on large scale in between 15000 employees in over 50 countries. He focused on mutual understanding of different cultures, changeable approach anent time and nature, as well different behavior between group and individuals and relationship among members in society. (Briscoe et al. 2004, p.121)
He sees culture through seven dimensions:

Universalism/ Particularism- in which humans in universal culture environment are focused on rules that are been gave to them, while in particularism culture, focus is on relationship between humans.

Analyzing /Intergrading- Analyzing sees humans as one who can see big picture while being out of reality. Intergrading, brings details to make the big picture possible to be seen.

Individualism/Collectivism- it is collision of rights of individual that develop or decline on its own and collectivism, rights of the number of individuals or whole society.

Inner-Directed/Outer Directed-Inner is directed on personal judgment and own opinion, also considers ideas as best powerful approach tool. While outer is directed on relying on collected ideas and information's from someone (somewhere) else.

Time as Sequence/ Time as Synchronization- it is alternative to do things for fastest possible time or synchronies achievements so that is well coordinated by the end.

Achieved Status/ Ascribed Status – In a case of achieved status, its analyze through performance in company, while ascribed status is analyzed through seniority, knowledge development, capabilities.

Equality/ Hierarchy- It's about all humans having same equal rank and rights or having superior among others. (Beardwell et al. 2001, pp.640-641)

Table 2. Trompeneaars' cultural dimensions of major industrial countries (Beardwell et al. 2001, p. 641)

Trompeneaars' cultural dimensions of major industrial countries					
Universalism	Britain	Sweden	USA	Germany	Netherlands
Analysis	Britain	Sweden	USA	Netherland	
Individualism	Britain	Sweden	USA	Netherland	
Inner direction	Britain	USA	Germany		
Time as sequence	Britain	Sweden	USA	Germany	Netherland
Status by achievement	Britain	Sweden	USA	Germany	Netherland	Japan
Equality	Britain	Sweden	USA	Germany	Netherland
Particularism	France	Japan			
Integrations	France	Germany	Japan		
Collectivism	Germany	France	Japan		
Outer direction	Sweden	Netherland	France	Japan	
Synchronized view of time	France	Japan			
Status by ascription	France				
Hierarchy	France	Japan			

2.3.2.3. Andre Laurent

Andre Laurent who based his study on multicultural managers' behavior through 60 different working situations and came to the result that all managers fit to four organization groups:

 -Perception of the Organization as Political System,

- Role Formation System,

- Authority System,

- Hierarchical Relationship System.

He made the point that managers have a very important role in working society, that sometimes for the sake of effective relationship need to avoid hierarchical line, and have correct answers ready to questions that employees in a lower hierarchy level may ask. (Beardwell et al. 2001, p. p.640)

Table 3. Managers important role in working society

Sources: <www.cherylmariecordeiro.com/powerpoint/ICC_presentation.ppt>(viewed 08.04.2009)

Managers important role in working society	
Denmark	32%
UK	40%
Netherlands	45%
Germany	46%
Sweden	54%
USA	52%
Switzerland	65%
Italy	74%
France	76%

Table 4. For the sake of effective relationship, sometime need to avoid hierarchical line

Sources: <www.cherylmariecordeiro.com/powerpoint/ICC_presentation.ppt>(viewed 08.04.2009)

For the sake of effective relationship, sometime need to avoid hierarchical line	
Sweden	22%
UK	31%
USA	32%
Demark	37%
Netherland	39%
Switzerland	41%
Belgium	42%
France	42%
Germany	46%
Italy	75%
China	66%

Table 5. Have correct answers ready to questions that employees in lower hierarchy level may ask

Sources: <www.cherylmariecordeiro.com/powerpoint/ICC_presentation.ppt>(viewed 08.04.2009)

Have correct answers ready to questions that employees in lower hierarchy level may ask	
Sweden	10%
Netherlands	17%
USA	18%
Denmark	23%
UK	27%
Switzerland	38%
Belgium	44%
Germany	46%
France	53%
Italy	66%
Indonesia	73%
China	74%
Japan	78%

2.3.2.4. Edward T. Hall

Mr. Hall set his cultural study on High Context and Low Contexts culture. In a high context culture, there are many elements of non-verbal communication which helps people to understand unwritten rules of culture, while low context culture acknowledge specific forms of communication through written framework provided by computers or letters.

His research has showed that people in high context cultural countries are better informed than the ones from low context cultural countries account of developed face-to-face networks between each other. (Beardwell et al. 2001, p.641)

Table 6. High and Low Context Culture (Beardwell et al. 2001, p.642)

High and Low Context Culture		
Country	High context	Low context
West Germany		XXXX
German Swiss		XXXX
Scandinavian		XXX
North American		XXX
Belgium, Netherlands, Denmark		X
France		X
Britain	XX	
Southern Europe	XXX	
Middle East	XXX	
Asia, Africa, Latin America	XXX	
Japan	XXXX	

2.3.2.5.   Global Leadership and Organization Behavior Effectiveness (GLOBE)

As some claim that Hofstede has established the best cultural structure, based on his research in IBM and his method has been respectfully used among many, nowadays, they found a more compound structure by (GLOBE) Global Leadership and Organizational Behavior Effectiveness. It is the team of researchers whose results have proved very well through comparing dimension of national cultures. (Randall W. Schuler and Susan E. Jackson (2006), p.58)

Table 7. Dimensions for Comparing National Cultures (Schuler et al. 2006, p.59)

Dimensions for Comparing National Cultures		
Cultural dimension	Sample Countries	Sample Countries
Behavior That Society Encourage and Reward	**Low-Scoring Countries or Regions**	**High-Scoring Countries or Regions**
Assertiveness: Toughness, confrontation, competitiveness (vs. modesty, tenderness)	Sweden, Switzerland, Kuwait	Spain, United States, Greece
Future Orientation: Planning, investing, delaying gratification	Russia, Argentina, Poland	Netherlands, Switzerland, Singapore
Gender Differentiation: Males and females expected to behave differently and be treated differently (vs. accepting gender natural behavior)	Hungary, Poland, Slovenia	South Korea, Egypt, Morocco
Uncertainty Avoidance: Orderliness, consistency, fallowing formal procedures and laws	Russia, Hungary, Bolivia	Germany (former West), Sweden, Switzerland
Power Distance: Recognizing and showing respect for people and groups with greater authority, prestige, status, material possession than one self	Denmark, Netherland, South African (black)	Thailand, Argentina, Morocco
Institutional Collectivism: Participating in legislative, economic and political processes. Behavior that support the collective good are encouraged through formal institution, taxes.	Greece, Hungary, German (former East)	Japan, South Korea, Sweden
In-Group Collectivism: Taking pride of in one's membership in smaller group such as family, circle of close friends, employer	Denmark, Sweden, New Zealand	China, India, Iran
Performance Orientation: Performance improvements and excellence, acceptance of feedback	Russia, Argentina, Greece	New Zealand, Hong Kong, Singapore
Human Orientation: Being fair, generous, altruistic, kind toward others	Germany (former West), Spain, France	Malaysia, Ireland, Philippines

The companies that have not much of experience in cultural differences among countries are not aware that such inattention may cost them more trouble than it is expected. Also, some company managers claim that there is bigger possibility of causing the problem with different management philosophies and company culturs than cultural difference of two countries, and to separate those two is almost impossible.

The culture of the company is always built up on culture spirit of their own country, mirroring the country's morals and ethics, therefore main solution in international society is to find equilibrium that appreciate local dissimilarities while allowing global achievement to happen. (Schuler et al. 2006, p.58)

2.3.2.6.   Updates on Hofstede cross country dimension findings

The researchers, Lise Saari and Benjamin Schneider re-analyze Hofstede's outcome, they confirm his theory and find that regardless of the globalization and strong company culture, country culture is still the one that contributes most important influence on individual approach and behavior, as well that individualism vs. collectivism is most powerful feature of country's culture. (Briscoe et al. 2004, p.122)

2.4. Criticisms

As long as there are the people / researchers that develop a certain theory, there will always be the ones who will agree, not agree, approve or disapprove of their findings.

2.4.1.   Convergence vs. Divergence Criticisms

The term divergence is an effort to create the ideas but also to encourage yourself to tell the others about unformed ideas, where again, the down side is a fear of community victimisation and derision, which keeps people from a divergent way of thinking. The term, convergence on other hand presents the need for the ability of common sense, preference and value estimation, so in the absence of the same, good ideas could be placed with bad ones, so the chosen one will actually never have potential for development.

There are some believes, although, convergence perspective has some limitation, that has emulative benefits in HRM, even representatives of these believes are in divergence method. (Beardwell et al. 2001, p.645)

2.4.2.   Culture Approach Criticisms

There have been many criticisms towards the cultural approach by HRM academics, out of which Hofstede, Trompenaars and Laurent are confined in center of attraction, as well being ambiguous when using ethnographic approach. The individualism has also a very different apprehension, from one civilization to another, and may not be always completely different from collectivism.

Although, Hofstede and Trompenaars believe in apparent association between attitudes and behavior, on account of that, there is assumption that specific cultural attitudes would lead instantly to particular type of behavior. They have as well been accused of disregarding cultural framework, having motionless determination which does not locate principles in historical growth and relationship between community and institution.

Again, there is a problem of accreditation of one culture to entire national structure, that masculinity and femininity are inappropriate names and that structure of four-dimension approach could be easily questioned. (Beardwell et al. 2001, pp.642-643)

2.5. Cross- culture research in IHRM

International issues and culture complexity are one of the most important areas of IHRM, but apparently there is a lack of development in that section. Cross- cultural researches started to develop starting from the 70's and yet have still a small percentage of published researches. Apparently, reasons for this are big expenses, way to much time spend especially on traveling, necessity for multinational language ability, compassion for other cultures and collaboration with many people from different countries. Even if that was done, there are still difficulties to face with translations and variations among international team members and research design. (Briscoe et al. 2004, p.132)

Most of the published research has been done by academics as Hofstede, Trompenaars and others, but it is also the case in IHRM that research has been done by so called "in-house" researcher, as Lise Saari and Benjamin Schneider from IBM who did re- analyze of Hofstede work in they own company. The purpose of IHRM research is to help companies to estimate their own performances, therefore companies do employee surveys so the problems as translations, working in multicultural groups, attitudes will not occur. (Briscoe et al. 2004, p.133)

2.5.1. General Frustrations in Research

There have bean detected four general problems and handicaps that occur in international management research. (Briscoe et al. 2004, p.132)

- Undefined designation of culture;
- Wrong translation of important term;
- Problem to get presentational, comparable samples;
- Problem of culture identification, stage of development.

2.5.2. Forms of IHRM research

There are three forms of research:
- Culture comparison between two countries
- Studies done in several countries
- Observation of Human recourses in non-domestic country.

Regardless of the three offered research forms, greater part of the published research has been made through culture comparison between two countries. (Briscoe et al. 2004, p.132)

2.5.3. Specific difficulties of research

Most specific reasons to make research publishing more difficult are:

- Certain focus of researcher, where most of the time the researchers center of attraction is described as:

Emic approach- identifying specific attitude among cultures;
Etic approach- identifying common attitude;

Either of these approaches give valid research directions, but in case of using these approaches with not much facts to back them up, it will lead to bad analysis and incomprehension. Even though, most cultural studies are static, if differences between emic and etic methods are disregarded through research design or has been made on baseless statement, it could lead to main methodological problems.

- Language problems, core of numerous cross-cultural and national problems.

- Measurement and methodological problems, the one that appears when a researcher is trying to find similarity between different cultures, especially doing tan interview, also when a researcher fail in measurement correction.

These problems can happen in any type of research, because there are common and basic methodological problems, on the other hand cross- cultural intricacy adding extra difficulties as measurement accuracy. (Briscoe et al. 2004, p.134)

2.5.4.   Equivalence problems in cross-cultural research

There are three main equivalent concerns in cross-cultural research.

Metric equivalence should guarantee that taken interviews have to be translated into different languages than the original and also be converted back into the original language and get the same result. To be able to get a research published, this process is strongly required in many cross-cultural researches.

Conceptual equivalence has to make certain that the translated text in the questionnaire has to have the identical meaning and the same category of compatibility in the results of each language.

Functional equivalents ensuring that terminology that has been used in each language translation is seen in a related way by the person who poses the knowledge of a certain culture. (Briscoe et al. 2004, p.135)

2.6. Cross- cultural training

The main idea of cross-cultural training is to coach a group of people from different countries to work together in the same environment, or train an individual for the life in another country than the domestic. The belief of many companies is that actual cultural differences of employees in a company create trouble and frustration, therefore they have developed training programs which will progress and bring cross-cultural understanding into a more desirable and excellent condition. (Schuler et al. 2006, p.347)

2.6.1. Cultural awareness training

The point of the training is to increase cultural understanding among people. They are precisely made to educate employees about differences among his country culture and another employee's country culture, also how not to standardized conception of some culture and treat people differently because of that, but improve knowledge about their own culture and the culture of the other country.

The cultural awareness training courses are being held in period of two days, where they educate people about dress code at the working place, history, traditions and aiming to reach the goal of changing the non-positive way of thinking towards other cultures. Even awareness program is not still fully developed, general thoughts for this program are that it is not giving enough positive results. (Schuler et al. 2006, p.348)

2.6.2. Building competencies

The center of attention of this training approach is to expand attitude abilities in multicultural organizations. The trainings in this approach are including roll-playing and performing sessions, teaching people to be equal and to show respect to each other. Most of the time during the sessions, videos are being shot and used in the purpose of showing to participants their behavior. They may not be aware from a subjective perspective, but if they see from an objective perspective, they may realize where they are making mistakes. (Schuler et al. 2006, p.348)

2.6.3. Supplement diversity training

Soon enough, companies have realized that by using only diversity training will not lead them to any effectiveness in organization, but combining authorized board together with minority units of company and continuously planning and making decisions about future development. Set of benefits, rewards and support of people from different culturs are actually helping diversity training become more useful and profitable. (Schuler et al. 2006, p.348)

2.6.4. Cross-cultural training (international context)

The future of the business connect the world more. There are many possibilities for developments and trainings within the company from which headquarters, managers, expatriates with a families, and other employees of other nationalities could benefit .

Development and training in international companies are shared in:

-*Possible timing training* that includes: timing after one's return from intercontinental project, during the one, and time before actual leaving to an intercontinental project.

-*Possible recipients of training* are: expatriates, inpatriates, families of both, international managers, members of headquarters, and personnel that works with all mention above. (Schuler et al. 2006, p.349)

2.6.5.   Cross-cultural training for Expatriates

Training courses for expatriates and their families are most of the time done within five days. There is discussion going on, when is the best and the most successful time for an expatriate to get the training, before leaving the own country or after arriving to the new one. Basic things about the country such as every day life, doing business, position of women, culture shock and traumas that may be experienced by expatriates and their families, are passed through three days trainings. These kind of trainings could progress expatriates' work accomplishment and diminish culture shock.

There is tool in cross-cultural training that prospers and brings the traits, feelings, and behaviors of one's culture and adapts others for cooperation with other cultures. The name of the tool is *culture-general assimilator*. Its educates humans to be more sympathetic to cultural diversity, working behavior, time and space, importance of unit and individuals, social stratum and hierarchy, language and ceremonies of one's culture, and just because it does not educate about an exact culture, it may not be adequate to entirely train expatriates for their mission.

Any way, this assimilator can be more appropriate to employees who change many countries in a short period of time for reasons that do not have to educate themselves with cultural precise behavior of certain countries such as language, principles ethics, and very suitable also to coach expatriates to be ready to act on time and learn faster things about other ethnicity. (Schuler et al. 2006, p.350)

At the end of the day, trainings are most successful when humans, by contributing in it, realize how they can profit from the experience. (Schuler et al. 2006, p.353)

2.7. Culture shock

People, who have been longer time abroad and had opportunity to actually evidence difficulties in adaptation to the new culture, have experienced the cultural shock. To be aware of the cultural shock, one has to realize its own capacity of understanding different cultural behaviors, rules, habits and ceremonies. Little every day things at home country that one does,

could be most difficult in the foreign country, just because is require different behavior than one use to do his whole life. Most of the time, the people are challenged with different way of respecting, thinking and working, even against their own common sense. That actually causes horrible trauma and culture shock.

Culture shock is set of adoptions that last for some time. Amount of time it depends from each person individually. The basic stages of culture shock are: Euphoria, Irritation and Hostility, Gradual adjustment and Adaption or Bi-Culturalism.

Euphoria

Euphoria is the stage that experience every tourist, student, or any other person that actually spend just a couple of days to few months in foreign country. At a brief look, everything to them looks perfectly similar to things in the home country.

Irritation and Hostility

After spending some time in the foreign country, the person starts noticing the differences between his own culture and the culture of the housing country. The primal interests and eagerness becomes frustration, depression, annoyance and rage and leads to serious agony. Typical features of this stage are: dullness, homesickness, abandonment (as not spending time with locals, but possible seeing people from similar or the same country culture as one's own), long sleeping hours, obsession of food consuming, bad temper, reflectivity towards the local inhabitants, loss of working enthusiasm, crying for no reason, mental sickness.

This stage its very hard and it may take some longer time for one to get over it, but luckily not many of these symptoms are experienced.

Gradual Adjustment

Slowly, after some time of familiarizing with the country and being able to understand it, foreign country will become a more pleasant place to live in and the person will adapt to the new culture.

Adaption or Bi-Culturalism

Totally revitalization has taken a place when the person is able to successfully act in both countries. Things that they find previously frustrating or annoying, may be the things they enjoy at this stage.

Most likely the person will realize how well it has been adjusted to the new culture, the moment when he/she returns home and experience a reverse culture shock. (<http://cat.sckans.edu/builders_abroad/Culture_Shock.htm>)[viewed 10/06/2009]

3. METHODOLOGY OF DATA COLLECTION

This chapter will introduce the reader to the research method which has been used in the conducting of empirical data. There will be discussions about the research purpose, approach, data collecting methods, sampling methods, data analysis, ethics in research, questionnaire structure, and research method accuracy. Empirical findings have been conducted in exhaustive unstructured form of interview from reason of expatriate's better problem understanding.

3.1. Research purpose

To conduct the research, the first step is to observe the reasons for making this research, explaining why the problem of study is taking place, forecast what may happened in future, discover improvements, finding opportunities and finally conducting results.
<(http://www.knowthis.com/principles-of-marketing-tutorials/planning-for-marketing-research/ >) [viewed 03.09.2009]

To accomplish the goal and get the needed answers, purpose of research is categorized as Exploratory, Descriptive, and Explanatory research.

Exploratory is used in case of new or unknown topics, expose essential facts about the study, prepare and spotlight questions for later studies, make suggestions and possibility for upcoming research and most often focused on the "what," not the "why" questions, also using qualitative method to develop preliminary data and ideas.

Descriptive research presents an image of precise details of the situation or actions, pore on research question or topic, concentrate on "how" and "who" questions and it is required for high-quality explanatory research.

Explanatory research is concentrated on "why" questions, reasons, situations or actions take place. It uses theory and it is the way of research that was published most in journals. (<http://www.sociology.osu.edu/classes/soc487/green/Dimensions%20of%20Research.ppt>) [viewed 15.06.2009]

This study is primarily explanatory. It is based on the previous understanding of theory and research of various culturologists who already studied the intercultural problems, culture differences, expatriation and adaptation on new environment. In order to solve the problem of Balkan expatriates in new environment, explanatory research will be presented through analysis and explanations why and how problem is happening with aim of discovering and understanding phenomena of culture differences.

3.2. Research approach

Research has different areas and approaches. It combines and acquaintance with socioeconomic, cultural and political factors within humans. Commonly used theories within research are Qualitative and Quantitative methods of research. These methods are used in any kind of research forms.

Qualitative method is more subjective and it is used and developed generally through social sciences. It is used for studying cultural phenomena, to discover human attitudes, ideas, and awareness, helping us understand social and cultural life of humans.

Strengths of qualitative research methods are that has detailed research covered, honesty that can lead to new phenomena, giving the new point of view and help to understand the theory.

The weaknesses of qualitative research are that there are not many people who actually studied the method, so therefore its easily generalized as a result. Also it is hard to collect form data and make analytical comparisons. The result of research depends basically from researcher's ability of being fair and open-minded.
(<http://www.qual.auckland.ac.nz/>) [viewed 15.06.2009]

Quantitative method is well structured and deals with relationship among data, such as time, presentation, mass, very often explaining mathematically observable fact of rate, correspondence and differences. It is used for very broad studies.
(<http://brent.tvu.ac.uk/dissguide/hm1u1/hm1u1text2.htm>) [viewed 15.06.2009]

Since the research and the results are more subjective, natural, personal, interactive and explore people's behavior, social and cultural way of living, qualitative research method has been used for this study.

3.3. Data collecting methods

Data collection can be grouped in primary and secondary data.
In *Primary* method, researcher is collecting needed data using questionnaires and interviews.

Secondary data is the one that was previously collected by someone else for different purposes than from researcher who starts a new study. The sources of secondary data are mostly from books, articles, research reports, Internet, etc.
(<http://brent.tvu.ac.uk/dissguide/hm1u3/hm1u3text3.htm>)[viewed 16.06.2009]

The second chapter of this thesis consists of secondary data that has been collected from different literatures, and it has been seen as quantitative data, used to confirm the theory based on knowledge of the other researchers.

In the empirical part of this thesis primary research is seen as qualitative. Therefore, in order to get more personal and profound answers, research uses both techniques of data collection, interviews and questionnaires. Both, interviews and questionnaires have been conducted in Serbian, Croatian and English language.

Sample of questionnaires are been given in Appendix (I, II, III, V)

3.4. Sampling methods

To make the research clear and descriptive, one has to select target population carefully. Sampling methods are categorized in probability or non-probability group.

Probability sampling is sampling that use a number of figure of random selection. Methods of probability are random sampling, systematic sampling, and stratified sampling.
Non-probability sampling does not engage random choices. The methods of non-probability samplings are convenience sampling, judgment sampling, quota sampling, and snowball sampling. (<http://www.statpac.com/surveys/sampling.htm>) [viewed 17.06.2009]

In order to conduct the data for this research, sample has been identified, as well cultural level that represents the population. Necessary number of subject is selected from each level by the researcher judgment. Therefore for this thesis is used non-probability quota sampling method.

This survey is conducted from twenty expatriates from Balkan that are positioned in Finland. There have been four from Serbia, one from Greece, three from Croatia, three from Bosnia, one from Albania, two from Bulgaria, two from Macedonia, one from Slovenia, three from Romania and none from Turkey. Number of responses has been twenty out of forty seven that has been contacted.

As well, there was one more questionnaire remodeled just for people of Finnish ethnicity in order to find out more details about behavior, life style, and habits of Finns. From twenty five, eleven has not respond to questionnaire and fourteen did.

3.5. Analysis of data

As this research is characterized as qualitative, therefore it has been very deeply analyzed in, subjective form and presented through the words, ethic and relationship statements. To accomplish high results, research has been focused on analysis of the subject matter facts from interviews. (<http://brent.tvu.ac.uk/dissguide/hm1u4/hm1u4fra.htm>) [viewed 17.06.2009]

3.6. Ethics in research

This research required from participants to be honest when responding to an interview. The participants have freely and voluntarily answered the survey before the researcher informed and acquainted them with the purpose of the research. Their privacy and anonymity were guaranteed from the researcher's side, as well insight into final results of research how it would be confirmed that all handed answers have not been changed, as well reveled the identification of survey participants.

3.7. Questionnaire structure

Survey of this thesis was conducted using a questionnaire and interviews. Questions were made in close-ended form to get some more concrete answers, as well open-ended questions, which helped the research to go deeper into human psychology.

3.8. Research method accuracy

If the research is accurate, depends from reliability and validity of the research.
The reliability is a measurement instrument to describe how reliable study is. If there would be possible to get same results of study by someone else in given time, research would be considered as reliable.
(<http://brent.tvu.ac.uk/dissguide/hm1u3/hm1u3fra.htm>) [viewed 17.07.2009]

To increase reliability of the study, questionnaires are conducted in native language of research participants in order to ensure that there would not be any misunderstood questions and answers. As well survey participants anonymity was guarantied.

The validity is a measurement instrument to describe how valid the study is, as well to which degree theory or study support conclusions derived from research that has been done.
Higher validity and reliability are, so the research accuracy is better.
(<http://linguistics.byu.edu/faculty/henrichsenl/researchmethods/RM_2_18.html>)[viewed 17.07.2009]

In order to enhance the validity of this research theoretical material was adequate selected and followed when conclusions of research are been made. As well, questionnaire was made for group of Finnish ethnicity participants in order to increase validity of empirical data.

4. EMPIRICAL DATA

In this chapter Finland as well as the Balkan countries will be presented through brief existing history and culture so that readers of this thesis will get familiar with roots and backgrounds of both.

4.1. Finland

Finland is located in Northern Europe, between Sweden, Russia and Norway. In period from 12th to 19th century, Finland was province under rule of Sweden, as well under rule of Russia after 1809, and finally wining the independency in year 1917. (<https://www.cia.gov/library/publications/the-world-factbook/geos/FI.html>)[viewed 10.07.2009]

During all ninety-two years from independency, Finland is making conversion from life in farms to modern economy life, so that would in year 1995. becomes European Union member.

Based on social, economic, politics system, Finland is ranked as second most stable country in the world, as well as a non-corruptive country.

The population of the country is over 5.2 millions with most inhabitances located in southern area of Finland. It is third last dense populated in Europe.

The language spoken is Finnish from Finno-Ugric group of languages together with Estonian and Hungarian language. Small percentage of other spoken languages in Finland are Swedish, Russian, Estonian and Sami (language of people in northern part of Finland and Sweeden).

The northern location has consequential impact on country climate. Winters are very dark and long, starting already from October and ending in April. Temperature in the coldest months is reaching -24 degree, up in north area even more. In other hand, summer is bright even at

nighttime and abundant landscape with forest and hundred thousand lakes blooms in full glory.

Considering the history of Finland, it is understandable that country inheritance two religions, Orthodox Church from Russians and Evangelic Lutheran Church from Swedes which having a lead over Orthodox religion.
(<http://books.google.fi/books?id=VE1w1jVkvuYC&printsec=frontcover>)[viewed 19.07.2009]

Since not being a long time ago born country, Finland has not fully developed its cultural characteristics, therefore, for example, Finland has a lot of architectures that has been left from Sweden or Russia.

4.1.1.   Culture

In past few years, culture and society could be describe as multicultural, since there is not only Finnish culture in Finland but Swedish as well. The Finnish and Finland-Swedish cultures differ in several aspects. However, both of the cultures and the societies are having quite Nordic standard when it comes to the welfare and how the people are taken care of by the government, the taxes that are been paid by Finns, the standard of living, but also in terms of politics and religion.

Even seen as independent, guarded and self- contained, Finland by every day becoming more multicultural because of the increasing immigration and expatriation.

4.1.1.1.   Culture and society

The cultural activity is usually built around public holidays, celebration and nature. Finns are very proud of that. People live for their holidays, they are slowly warming, not so social at first, need time to get to know people, not warm and not friendly to stranger, but to friends really generous. They tend to be more individualistic than family/community-centered. The emotions are not usually shown in the public; one shouldn't boast with one's wealth (it is said

that envy is one of the characteristic features of Finns). Things are handled in a straightforward manner – no weasel words needed.

Money, career has become more important in recent years. Work has always shaped the Finnish mindset – the virtue and character of a person has often been measured by how hard he/she works, although this has began to change. Women and men have traditionally worked side by side in agriculture and later on in industry, particularly after the Winter War, and this has contributed to greater equality between sexes.

Business wise, Finns still have lack of sales and marketing skills from other countries, specially when compared with neighbor country Sweden, which probable comes from Finns slightly shy appearing. On the other hand, Finland has a very good reputation among other countries from honest business approach and strong IT skills. Finns are very modest and usually respect laws and common rules.

The nature and the climate have also played their part in shaping the culture of Finns – the sparsely populated areas in winter time reduced interaction between people and today this is manifested by the awkwardness of small-talk and the importance of personal space. Alcohol is used as a "social tool". Nature is very important to people and has been intricately linked to people's free time activities.

4.1.1.2.   Social interaction

Social interaction is what is normal for Finns. It is pretty much avoidance of talking to strangers, keeping distance between each other and respect each others' integrity by making friends only with those who seem interested. That is just the culture in Finland, and it is not like this only in Finland, but also the other Nordic countries. Surprisingly maybe to others (latin and southern countries), but most Finns are satisfied with how it is.

Many Finns respect their personal space and that of others so much that they feel at odds if someone violates that, for instance in a bus or a train. Finns want to be able to choose the situations in which they are social, which leads to bars and clubs being places where people are expected and therefore allowed to behave socially. Outside of these places it is rare,

though not necessarily scorned upon. Finns also respect punctuality very much, and expect others to do so as well. There for Finns opinion is that the people at the work are much more effective as they do not chitchat all day long with co-workers.

Relationships are formed in school, at the work place and through hobbies, like everywhere else in the world; difference is that if one come from the outside, it is relatively difficult to meet new people. Forming friendships can take a long time. Reclusiveness and non-talkativeness of Finns make a lot of difficulties for foreigners to meet them. Finns are not comfortable with small talk so they often need help of alcohol to be more talkative. People do not drop by their friends' house unannounced; one usually set a date and time, or it's diminished to the Internet chat through web.

4.1.1.3.   Habits

Most usual every-day habits are work or school, a lot of coffee that includes exchange information about one's personal, professional, emotional, situation, as well discussions from last weekend party (boasting about how much one had to drink, how bad is hangover, what silly things has been done or do not remember doing).

Sauna is weekly ritual for many. People are comfortable being naked and sauna does not have any sexual connotation for them. Sports, cultural associations, time with family or just being home, laying on the couch watching TV, whatever is relaxing for an individual.

4.1.1.4.   Working habits

At work, Finns are the ones who follow routines, they are always at work on time and leave on time as well. Trying to get along with all colleagues is very important for them so they could feel better in the working place. They need personal space – rather work alone than in teams. In a way independent, but social.

If they like what they do for living, they give 110% of themselves, if not, will do it with 80% and counting the minutes to get of from work, but will always do what is necessary.

4.1.1.5.   Likes and dislikes of Finns

Things that Finns like about themselves is fact that they can usually trust people in their own country, and that people are reliable. It is not very likely to get cheated when doing any kind of trading with other people, as well as the fact that there is no need to pay for education. Finns enjoy nature, seasons, cottage/sauna culture, empty roads (not too much stress) and having a beer in cabin house by the lake. They like to have individual freedom, to take gap years in-between studies to travel and work, without being considered too old for the job market, fact that welfare system strives to treat citizens equally.

The thing that Finns dislikes about its own country is continuous discrepancy between the two main cultures (Finnish and Swedish), in some context there is outspoken racism from both sides aimed at the other, as well autism – as it creates more insular atmosphere and some people cannot act so freely especially around people that they do not know. The fact is that society does not support everyone equally, unemployed get more money from the government than students and unemployed immigrants get more money from the Finnish government than students. Also there are not enough of resources to take care of people suffering from mental problems.

4.1.1.6.   Proud off's and Embarrassments

The biggest number of Finns is embarrassed about their drunken behavior, and the violence that follows in some cases, as well Society's denial of need for more mental health care.

They are proud of they honesty and trustworthiness, that language has survived thousands of years without the country being independent, persistence of the people, innovative surrounding, modern country, education system and Nokia.

 Finns generally respect common rules and value hard work, and traditionally there has been very little corruption in Finland because of this, but more than anything proud of nature, cottage and sauna culture.

4.1.1.7.　　Priorities and free time

Finns are more likely to spend they free time by travelling, on own hobbies, what ever that is important to them. Most common order of priorities in one Finn life is: family, own free time, friends, job, and hobbies.

4.1.1.8.　　Satisfaction with services

Even Finns think that services in Finland are way to expensive, one cannot use taxis, cafes, or restaurants on a regular basis, in every service the quality does not stand for the price what is asked, the quality is often low and the price is high. For example, one cannot hail a taxi on the street in Finland, but always have to go to taxi stop or call to get one. The driver would not utter a word. It is up to client to initiate the conversation if he feels like it.

Restaurant culture and eating out is a fairly recent phenomenon in Finland, which can explain the stiff service, strange menus for foreigners, and as well no tipping culture in Finland.

Finns are mostly satisfied with system that works in banks, social services and fact that most of things can be taken care via Internet. They are of the idea that there is always something to improve, starting from a basic smile.

4.2. Balkan

Balkan is home of diverse states such Slovenia, Croatia, Bosnia and Herzegovina, Serbia, Montenegro, Albania, Bulgaria, FYR Macedonia, Greece, partly Romania and Turkey. It is position between river Danube, Adriatic, Ionian, Aegean, Black and the Mediterranean Sea.

One of first tribes who moved through the Balkans and settled down 3,000 years ago were the Greeks, followed by the Goths, Huns and Slavs. At first, Balkan was " the heart" of Greek-Roman cultivation, but soon later on becoming disturbing border between Roman and Greek Christianity, as well as Islam and Christianity. In other words Europe and Asia.

In period from 3rd to 7th century when Balkan is theoretically ruled by Byzantium, after the falling of the empire of the Huns, the Slavs started growing its territory from Adriatic and Aegean sea all the way to the territory where Czech and Slovakia are located today, and divided the regions to Slovenes, Croats, Serbs, Macedonians and Bulgarians, where is formed Balkan Peninsula, today's most complicated political region.

In period from 14th to 15th century began Ottoman invasion, Constantinople center of culture and civilization become Istanbul, and most of peninsula become under the power of Turks, all the way till 19th century.

In year 1913 the Balkan orthodox alliance of Greeks, Serbs and Bulgarians attacked Turkey and finally won back they independency.

After World War I, Balkan Peninsula was divided between Greece, Albania, Bulgaria and Yugoslavia, while Turkey kept hold of Constantinople and closer land.

The time between 1991 till 1996 was becoming an area of chaos in Yugoslavia. Because of ethnic conflict developed starting in Slovenia, through Croatia and Bosnia and Herzegovina, Yugoslavia fell apart into separate republic and today's countries (Slovenia, Croatia, Bosnia and Herzegovina, Serbia with province Vojvodina and Kosovo, Montenegro and FYR Macedonia).
<(http://www.historyworld.net/wrldhis/PlainTextHistories.asp?groupid=3042&HistoryID=ac 79&gtrack=pthc)> [viewed 19.07.2009]

4.2.1.   Culture

Taking the whole history of Balkan into consideration, the culture of this region is very hard to define. The cultural interaction of the Balkan people has modified through historical events such as battles, victories, agreements, and dynastic changes.

4.2.1.1.   Language

Even though Balkan languages are belonging to the same Indo-European language family, they are not associated to each other. Serbian, Bulgarian and Macedonian are Slavic language, Romanian is Romance, and Albanian and Greek does not even belong to Indo-European group. A common thing for all languages is the grammatical structure, but again, each of languages has very different alphabet and vocabulary.

During the long time of Roman, Byzantine and Ottoman Empire, multiethnic characteristic interact within each other ethnic groups. Therefore, even today there are some common words that languages have been borrowing from each other.

4.2.1.2.   Nationality and Religion

As very proud of its own history and existence, Greeks form the national Orthodox-Christian identity, Bulgarians and Serbs address themselves to Slavic roots and Medieval Serbian Empire in 14th century. Romanians' emphasis on they Latin uniqueness, while Albanians decline as Illyrian and split into Catholic, Orthodox and Islamic.
<(http://docs.google.com/gview?a=v&q=cache:7QQPSWWwCkgJ:www.viaegnatiafoundatio n.eu/docs/detrez.pdf+1+Balkan+cultural+identity:+The+choice+between+the+common+and+ the+particular&hl=fi&gl=fi)> [viewed 10.08.2009]

Today, people that live in Balkan are Christians; Orthodox or Catholic. At the time of Ottomans, some Christians have been forced to change into Islam (now days, Bosnian Muslims).

4.2.1.3.   Inheritance

What comes to architecture is pretty much mixed as well. How dynasties have been changed, architecture followed the same path. Most churches have been turned into mosques at the time of Ottoman Empire. The best known example of Byzantine church, is Hagia Sophia in Constantinople, today's Istanbul.

Because of its rich cultural past, Balkan is very proud of archaeological excavations from the time of Romans, Byzantine, Ottomans, and Old Greeks.

4.2.1.4.   Society and Social Interaction

People of Balkan are characterized as easygoing attitude, very bohemian, hospitable, warm, friendly with a sense of humor, especially ironic and black. The situations they have been through have learned them to behave bravely, brightly and resourcefully in the hard life situation, as they have been proud warriors through the centuries, fighting for they family, country and defending the honor.

The cultural activities of the Balkan people usually go around gathering over coffee, drinks, traditional food, and team sports. Spending time outdoor under the Sun in restaurant gardens, cafes, and personal back yards any time of day is possible. They are more family oriented and very close even with far cousins, and next building neighbors. People are very talkative, emotional and they expressing through gesticulation and physical contact with conversation participants.

Small talk with total strangers in public places is an everyday thing. People actually feel uncomfortable if they have to spend even a short time in elevator, therefore make some comment or small joke to interact with the person that they share a ride with.

Relationships among friends are formed for a lifetime. Friends are always welcome, literally even in the middle of the night, unannounced.

Coffees are usually taking long time, and its not just one. Meeting for coffee or having a coffee brake can be easily over an hour. Its usually said meets for coffee (as one/ singular), but end up doing much more.

In other side, not workaholics, very often leave work for tomorrow even it is possible to do it today, which could be a reason of non well prosperity comparing with the neighbor countries. But as well known excuse for slow laidback life style is the five hundred years of impact under the Ottoman Empires rules.

4.3. Intercultural differences by Hofstede five dimensions

According to Hofstede five cultural dimensions model which shows human behavior, here I have presented and compared Finland to Balkan countries in the eyes of Geert Hofstede. Macedonia, Bosnia and Herzegovina and Montenegro will be excused from comparison, which are not in the Hofstede list of countries at this point.

There is fifth cultural dimension as well, Long-term Orientation (LTO) that was added later onto four cultural dimensions. It is established from reason of analyzing the dissimilarity in ideas that separating the East and West. It is distributed just among 23 countries, therefore it will not be shown in Balkan countries charts.

LTO (Long-term Orientation) has two opposite sides, Long-term orientation represents societies who believe that time, circumstance and situation depend on facts and showing skill and willingness to adapt and reach the results. Short-term orientation on the other hand represents societies that fear of creating absolute truth, have rules in their ideas, and great value for heritage.

(<www.culturegps.com>) [viewed 10.08.2009]

4.3.1.   Finland versus Albania

Figure 2. Finland vs. Albania (<www.culturegps.com>)
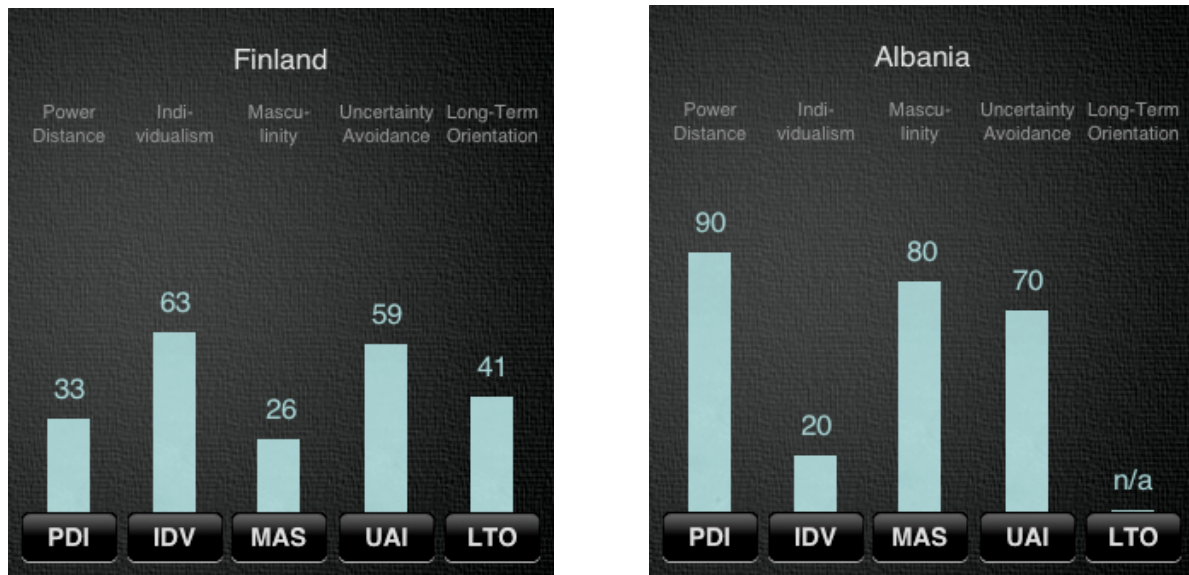
Low dependency Power Distance of Finland represents ambitions to equality and accessibility. Albania has high-developed dependency that represents inequality, need for hierarchy, the ones with the power are more privileged.

Individualism in Albania is in low dependency group and represents facts that relationships and family has more priority than in Finland.

While Finland belongs to the low characteristic group of Masculinity that represent need for harmony and equality, understanding for less fortune ones, Albania belong to high characteristic group that represent people with ambitions to do extremely well in life or work, importance of appreciation and wealth.

 The both countries are in category of high characteristic of Uncertainty Avoidance that represent stress, push for hard work, conflicts, slightly lead in favor of Albania.

4.3.2.   Finland versus Bulgaria
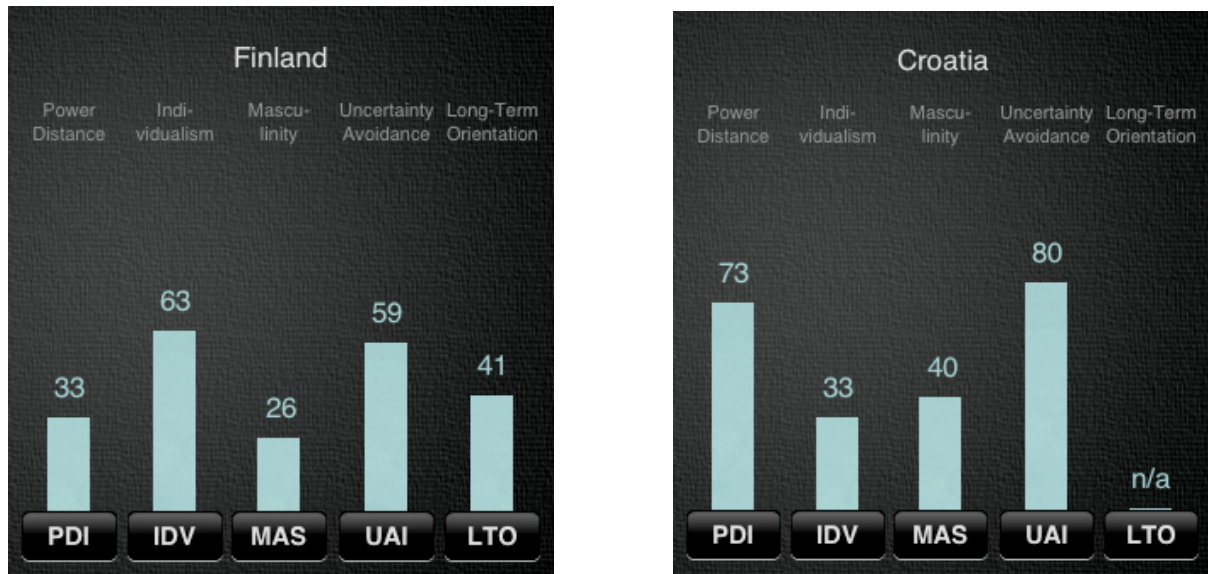
Figure 3. Finland vs. Bulgaria (<www.culturegps.com>)
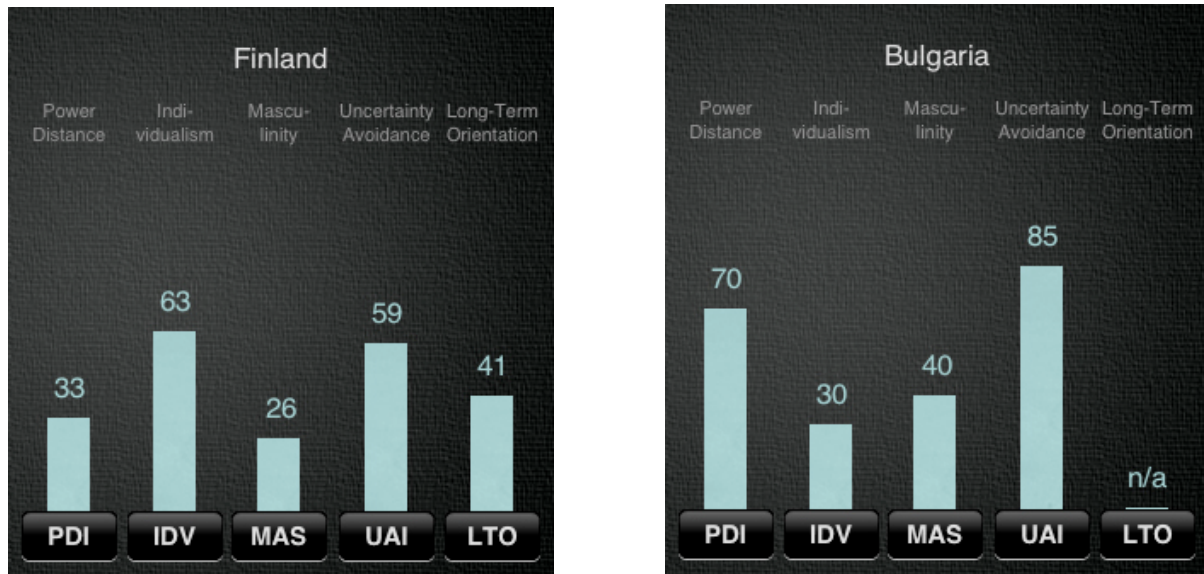
The situation between Finland and Bulgaria is pretty much same as the one with Albania, with small difference in Masculinity. Both countries belong to low characteristic group of Masculinity.

4.3.3.   Finland versus Croatia
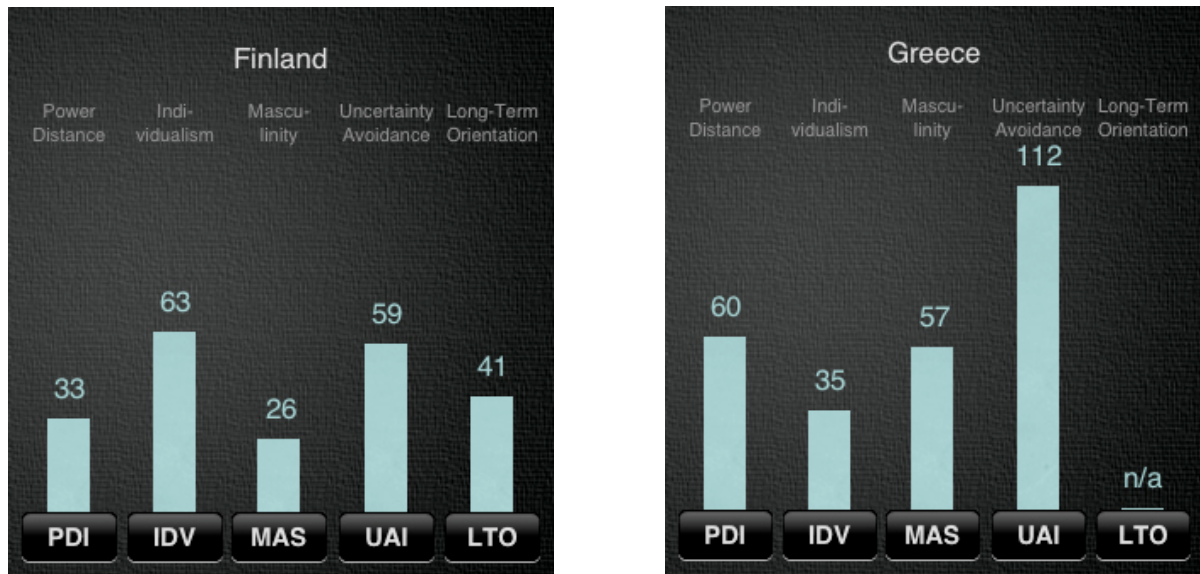
Figure 4. Finland vs. Croatia (<www.culturegps.com>)

As can be seen from the chart of Croatia, human behavior does not deviate from previous Balkan countries charts when comparing with Finland.

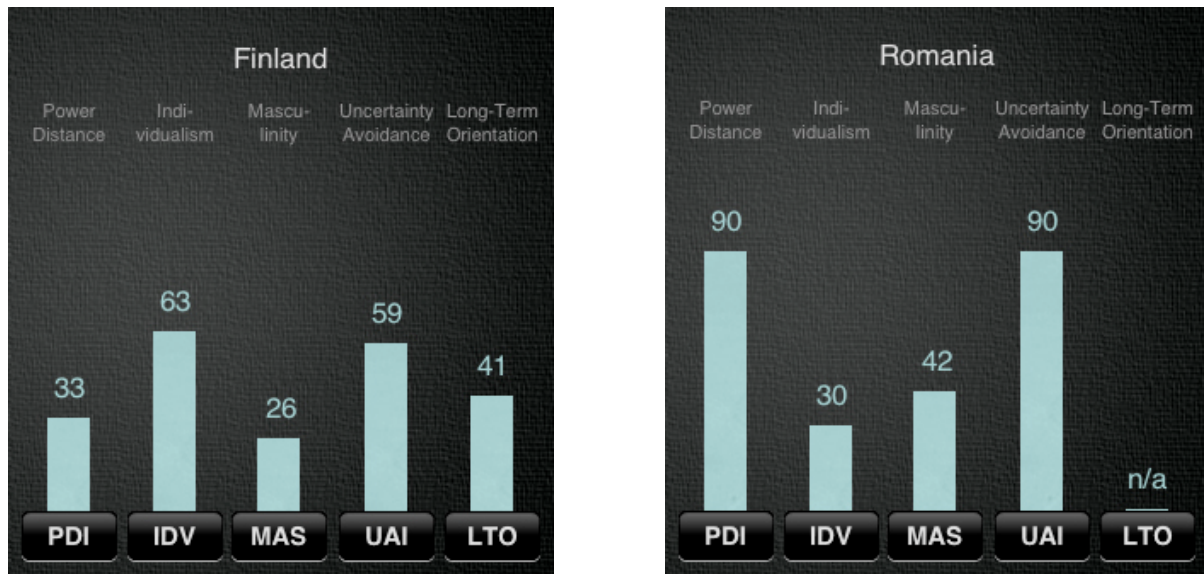## 4.3.4.   Finland versus Greece

Figure 5. Finland vs. Greece (<www.culturegps.com>)

In this chart it is good to point out a higher level of Masculinity comparing to any other Balkan countries except Albania (with very high level), and as well extremely high level of Greece in Uncertainty Avoidance.

4.3.5. Finland versus Romania
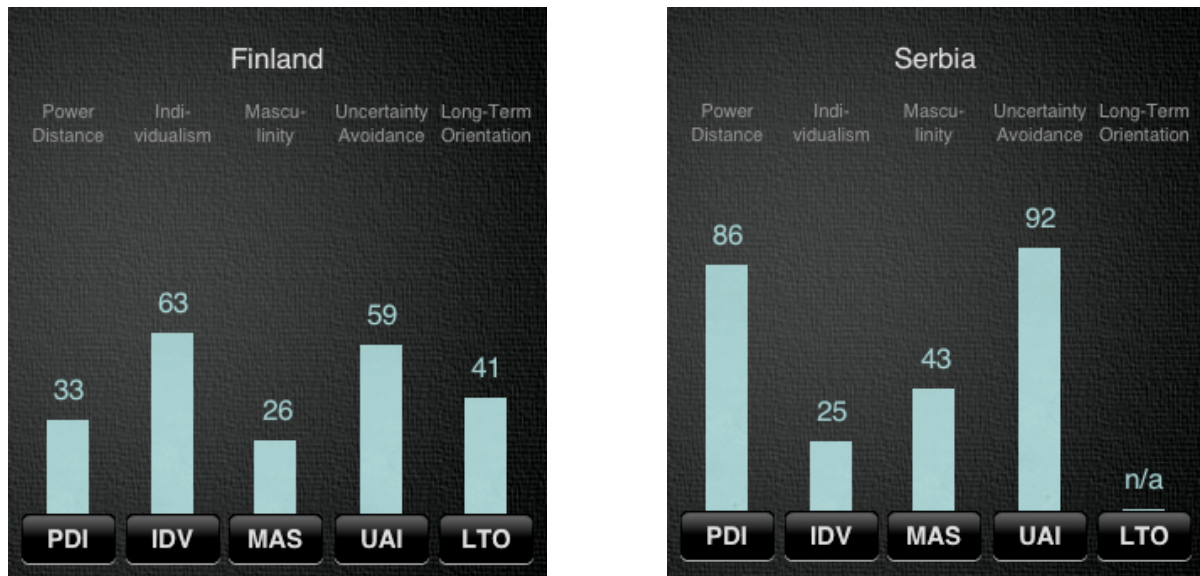
Figure 6. Finland vs. Romania (<www.culturegps.com>)

Romanian human behavior as well does not deviate from previous Balkan countries charts, maybe just to point out that Power Distance and Uncertainty Avoidance of Romania is very high comparing to Finland.

4.3.6.   Finland versus Serbia

Figure 7. Finland vs. Serbia (<www.culturegps.com>)

As well as in previous charts of Balkan counties, there is an obvious diversity between Finland and Serbian human behavior.

Except for the obvious differences, what could be pointed out from this chart is that both countries belong to low characteristic of Masculinity, but Serbia reaches the border with high characteristics, therefore human behavior is more close to characteristics of that group.

Again, both countries are in same category of high characteristic of Uncertainty Avoidance, but Serbia in much more extreme level.

4.3.7.   Finland versus Slovenia

Figure 8. Finland vs. Slovenia   (<www.culturegps.com>)
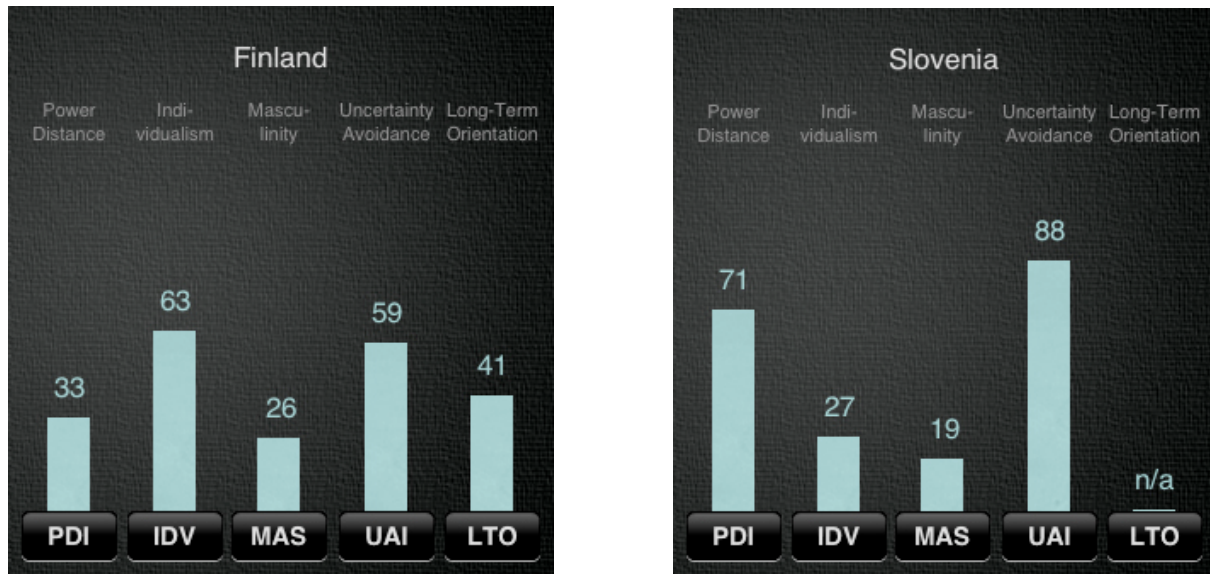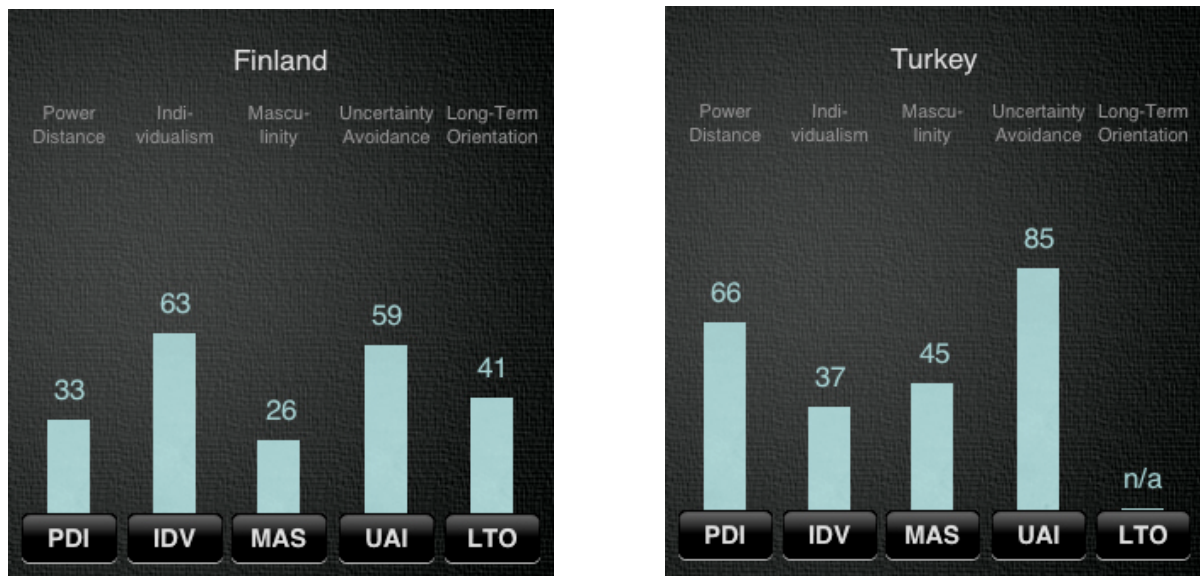

What actually is extremely surprising in this chart is that Slovenia has very low level of Masculinity comparing to other Balkan countries, as well from Finland too, but again in same group characteristic.

4.3.8.   Finland versus Turkey

Figure 9. Finland vs. Turkey (<www.culturegps.com>)

As for usual human behavior dissimilarities among Balkan countries and Finland, from chart of Turkey could be pointed out as well that both countries belong to same group of Masculinity low characteristic, but same as Serbia, Turkey has reached boundary of high level Masculinity characteristic.

4.4. Overall Differences Between Finland and Balkan

All Balkan results has been counted together in order to find an average of Balkan countries Power Distance, Individualism, Masculinity and Uncertainty Avoidance. As well it has been compared with the results of Finland.

Figure 10. Overall Differences Between Finland and Balkan
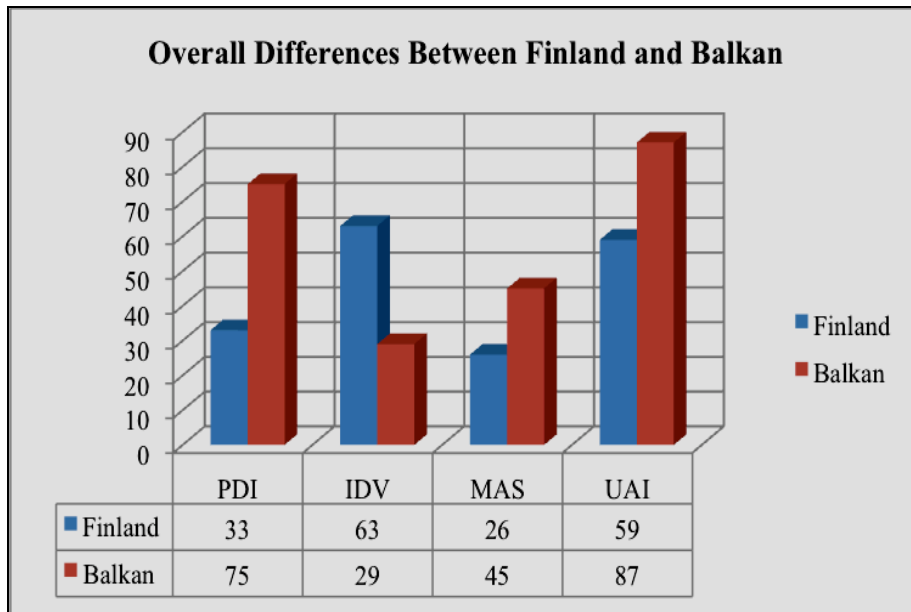
As it can bee seen from figure 10, once again is proofed that average Balkan Power Distance is twice higher from the Finnish, therefore dependency is much more developed in Balkan than in Finland, as well need for hierarchy is more expressed.

In the case of Individualism, comparing with average of Balkan results, Finland has twice higher results. It is showing that Finns have much more developed individualism than Balkans, but then, Balkans belong to low dependency group who valid and gives more priority to relationships and family.

Balkan countries belong to patriarchate type of culture, therefore it is reasonable that even belongs to low group of Masculinity, Balkan has reached boundary of high level Masculinity characteristic. They express more importance and appreciation of wealth comparing to Finland, where masculinity is almost twice less than Balkan.

Uncertainty Avoidance in both cases belong to high characteristic category, but again, Balkan is the one that goes with results to extreme high level comparing to Finland. Therefore is to be conclude that Balkan has more stressful and conflicted behavior.

5. DATA ANALYSIS

This chapter will present findings and analyses of interviews that have been conducted among expatriates from Balkan in Finland. A couple of hours of quality time has been spent with each person of twenty interviewed participants.

5.1. Interview results

To analyze the interviews, questions are been grouped into the small subjects that characterize certain theme of questionnaire.

5.1.1.   Background information

Figure 11. Nationalities of interviewed persons
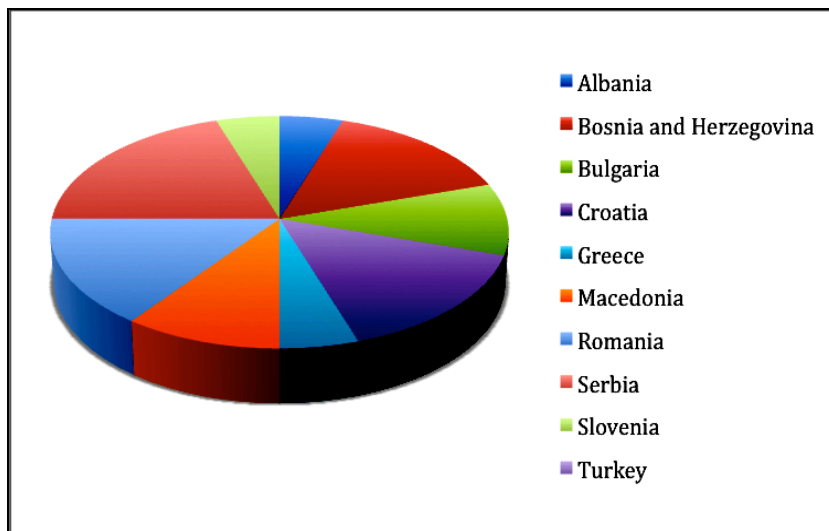
The interviewed group of expatriates from Balkan are representing the following countries: Albania 1 (5%) person, Bosnia and Herzegovina 3 (15%) persons, Bulgaria 2 (10%) persons, Croatia 3 (15%) persons, Greece 1(5%) person, Macedonia 2 (10%) persons, Romania 3 (15%) persons, Serbia 4 (20%) persons, Slovenia 1 (5%) person. There were no responses from Turkish participants.

Figure 12. Gender
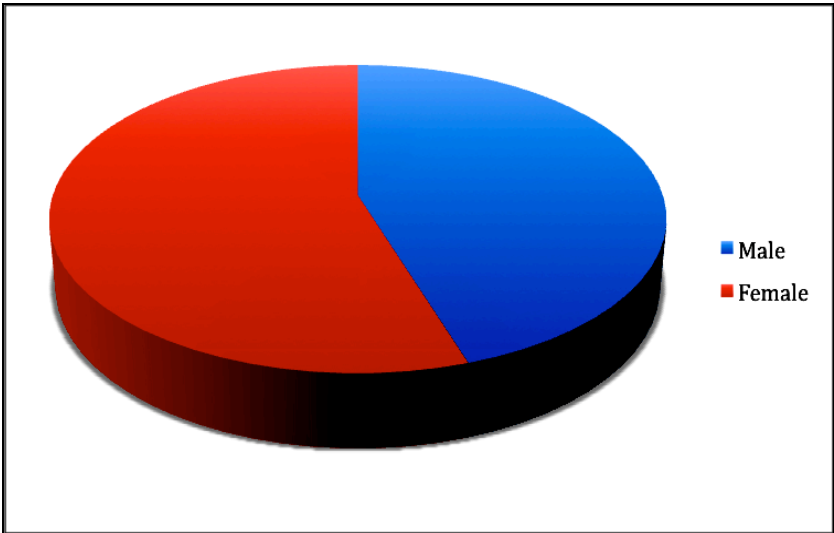
Eleven participants (55%) out of twenty interviewed participants were female and 9 participants (45%) were male. As there is small difference in favor of female gender, therefore this research will give equally good perspective and experience of both genders.

Figure 13. Age
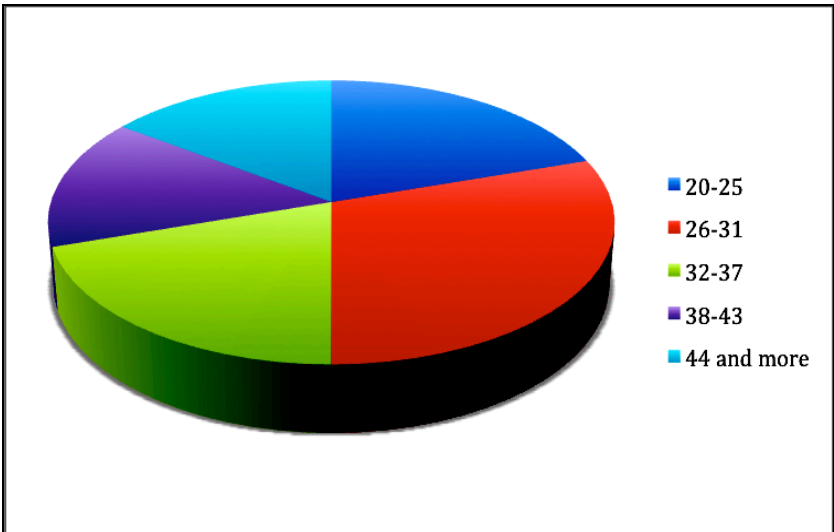
The ages of interviewed expatriates were grouped into categories from 20-25 with 4 (20%), 26-31 with 6 (30%), 32-37 with 4 (20%), 38-43 with 3 (15%), and 44 plus with 3 (15%)

participants. In each age group, there is an approximate number of participants, out of which, the age group 26-31 has the biggest percentage of participants.

Figure 14. Lifetime in Finland
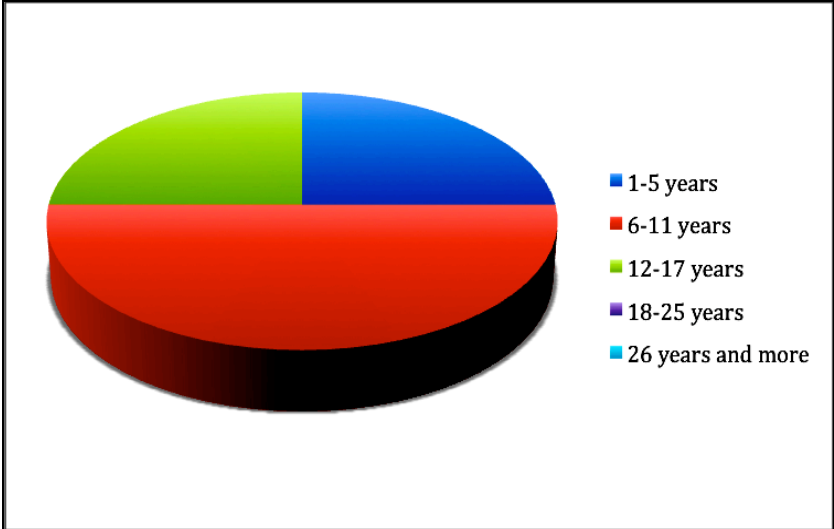
The big impact on Balkan expatriates' adaptation and acceptation of a new environment is the amount of time that has been spent in Finland. The length of living time in Finland is divided into groups of 1-5 years with 5 (25%) persons in the group, 6-11 years with 10 (50%) persons, 12-17 years with 5 (25%) persons, and group of 18-25 years and 26 years and more with no values. The group of participants that spend 6-11 years living in Finland made the most dominant group among others.

Figure 15. Well spoken language
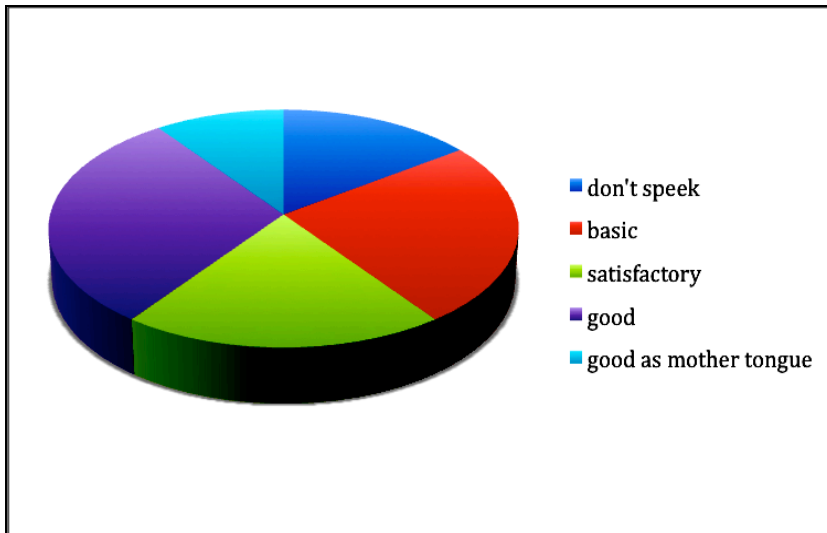
What is important as well for one's adjustment and understanding of other ethnicity than its own is knowledge of domestic language. How well spoken the Finnish language among Balkan expatriates is, could be seen through groups: "don't speak" that contains 3 (15%) participants, "basic" with 5 (25%), "satisfactory" with 4 (20%), "good" with 6 (30%), "good as mother tongue" with 2 (10%) participants.

More details about expatriate background information are been given in Appendix IV.

5.1.2. Previous knowledge about Finland

Most expatriates knew general facts about the country, the ones taught in schools, geographical position, climate, and nature. There were some, as well, who did not know almost anything, and again some that knew famous formula 1 drivers, ski jumpers and heard the language somewhere previously. None of expatriates have actually been culturally prepared by any organization, but had to discover everything themselves. There was just one person out of twenty who actually visited Finland shortly before moving.

5.1.3. Behavior preferences /likes and dislike

The things that expatriates really appreciate about Finland are honesty and accuracy of the locals, that there is no pressure of society, possible autonomy, well-developed social security and unions, peacefulness and safety of environment, free education, automation of services. On the other hand, there are things that are not culturally accepted from the perspective of Balkan expatriates, such as undeveloped and distant family relationships among members, heavy drinking habits, rudeness, uninformed and ignorance of locals, very cold climate, long months under the snow, difficult language.

Basically, things that expatriates appreciate about the host country are one that their own home country are lack off, and one that are culturally unexpected are the one that are very different from its own culture, therefore Balkan expatriates in the new environment mostly miss family, social interaction, relationships with friends, smiley faces, customs, the sun, sea, food and domestic products.

5.1.4. Culture diversities

There is a huge cultural difference. The biggest difference is in climate, mentality and therefore in lifestyle. For Balkan expatriates family is very strong and more important, people coexist with a stronger sense of community, thus they are finding more energy in each other. While the life of Finns has more strong individual approach, people rely more on themselves, and have a stronger sense of self-protection.

The expatriates describe themselves as hot-tempered, friendly, loud, people that need social and spontaneous interaction.

Finns are more individualists and modest, and therefore less concerned with the opinion of the environment, it rarely happens that they highlight themselves in society, while in Balkan it often happens that people highlight their own "success" on the first meeting with an unknown person.

The expatriates are of the opinion that in Finland society works as a functional and trusted bureaucracy as opposed to anarchic and bribable bureaucracy in Balkan. They feel their work is valued if it is of good quality as opposed to one in Balkan where they are feeling that they have to cheat everybody to get through. The entertainment in Finland, as well, is based on technology rather than human interaction. People tend to interact less frequently and keep a distance. In comparison to Balkan countries, there are too many rules, planning, and alcohol in Finnish culture free time every day life. Customs, food culture, home/ family education, habits, town and village structure are very differing from each other.

Something unacceptable for Balkan expatriates is the heavy drinking problem of the host country, their remoteness and inaccessibility, ignorance, rudeness and disrespect, rural mentality that is still very strongly felt by urban areas, lack of information about the rest of the world, easily acquired prejudices about other cultures and fear of learning about the same.

There would not be any offensive words in the Finnish language towards Balkans, but gestures or verbalization. The Balkans expatriates do not appreciate local's use of curse words in every second sentence for no reason to their beloved ones, as well that only interest of locals towards Balkan expatriates are when they actually go back to their country of origin, what of course make expatriates feel unwelcome, unfriendly and unaccepted by the host country.

Habits and life style of expatriates is generally changed in a new environment. Some of it is cut off from everyday life because it has been related primarily to people and places in the home country. The other reason is spending less time outside because of the poor weather, social life and impulsiveness among new friends.

Expatriates find it less possible to start conversation with an unknown person in a public place if the person is youngsters or of middle age, than with old and most likely lonely person who is actually willing to have small chat. The possibility to interact socially with unknown locals in a public place is mostly to happen in case of their drunkenness. Unfortunately that new friendship will end by the end of the night. Therefore expatriates have more interactions with the ones who are expatriates as well, but to interact with Finns, they have to rely on the ones they met through the working place or school. Even then Finns are the one who hardly ever visit, they would only come when they are invited week-two in advance, reminded through

telephone just before and briefed about the purpose of the meeting, while in expatriates' home countries visit happen more spontaneously.

With regard to the cultural similarities and differences, four out of twenty interviewed expatriates will never be in relationship or have family with person of Finnish ethnicity. This is understandable in a way. These persons belong to elderly group of interviewed participants who have developed their habits a long time before they came to the new environment and have strong cultural aspect that is need time to adjust to something new. While others are of the opinion that throughout the relationship there are many small cultural differences that need patience and intelligence on both sides to be overcome, therefore willing to take the challenge to interact more personally with the locals.

5.1.5.   Life priorities

According to the number of interviewed Balkan expatriates, highest place of priority in life is family, relatives and relationships. Later on, there is an urge for survival, existence and life support for them and family, therefore second priority of expatriates is work. The social interaction for Balkan expatriates is very important, therefore they put more priority to that than to one's own free time and hobbies, which take the lowest place on the scale of life priorities of Balkan expatriates.

5.1.6.   Working life

All interviewed participants had a chance and experience working in total or partial environment with locals. Four expatriates out of twenty were not doing a job relevant to their qualifications. Two were non-qualified enough for the job they were doing, and two were over qualified. They have never had any disagreements, conflicts or rejections. All Balkan expatriates agreed that people in Finland tend to appreciate being more independent and not bothered by coworkers unless it is necessary. Just formal interaction is required in work circumstances. The small chat is made only when people come or leave from work. Of course, it also depends a lot on the type of job, if there is more or less interaction among co-workers. There is big difference in dressing code, Finns are non-official, while expatriates believe according unwritten rule that in working environment everyone have to look decent and

proper dressed for work in office. For Balkan expatriates, comparing to them, Finns are more unburden and relaxed at work, play by the rules and relationship towards work is more professional, disciplined and responsible but not flexible. Balkan expatriates find that there is lack of temperament and dynamic in working place. Finns are more efficient and their working time is strict, while Balkans expatriates are tolerant, therefore working environment is more relaxed, doing a lot more small talks and breaks and work take place until its done even if it is crossing working time. The moment the work is finished, the Balkan expatriates prepare to spend time with friends, while Finns are very much on the way to home.

5.1.7. Service system satisfactory

When it comes to general system satisfaction, all expatriates agree that Finland has much better system than their home country. Things that have been pointed out are much more expressed kindness in state institutions than in Balkan, but there was no satisfaction among interviewed participants with restaurants self-service, slowness and lack of professionalism among cafés and restaurants, what again plays a big role in cultural life of Balkan expatriates.

5.1.8. Psychological and social well-being

Among all interviewed participants nine still feel homesick, which vary from very strong to already use to it, and less by each year passes. It is depending, of course, on amount of time their actually spent in Finland. Three out of twenty wish to go back to their homeland and one wants to stay in Finland. Most common reasons for an expatriate to consider long- term staying in Finland would be family, job and well arranged government system, what means they will need to sacrifice many life pleasures they have been used to in return.

6. Conclusions

This chapter will wrap up the major thesis outcome in order to validate the idea of this research has been successful and reached the goal. The purpose and ambition of this study was to find the most common cultural problems that expatriates from Balkan are facing in Finland. The comprehension of the problem has been detected from the interview analyzing process, which guides to the general conclusions of this thesis. After the conclusions are made, some suggestion for expatriate's improvement will be presented.

Literature review recommends that every expatriate should pass through a program, which is designed for intercultural preparation. In the case of this research, none of interviewed participants actually had any opportunity to be trained or have ever been offered to participate in some integration course. Therefore, it is assumed that they had more difficulties to adapt than the ones who have been previously trained by some company. Moreover, it can be assumed that Balkan expatriates had a higher risk to experience homesickness and culture shock.

The intercultural adjustment applies to social interaction with local community, work life and general atmosphere. For one to integrate to new society takes time to adjust to climate, working place, society, local customs, cuisine, awareness and attitude of locals.

What is an obvious conclusion from this study is a great appreciation of Balkan expatriates for host country government system and its functionality. The expatriates have accepted the government system very well even if it was something new and something that they have not been used to it before.

The study confirms that there is a big cultural difference in life style, mentality and life priorities between Finland and Balkan. Even after ten years of being in Finland, some of expatriates are still in adaptation stage, feeling homesickness and having a desire to return back to the homeland. This fact could be explained by non-provided integration courses by the government. Usually, the period of culture shock start after third month of being in a new environment, while adjustment to the new culture could last longer (as it is shown in Figure 15 Cultural shock curve). But again for some expatriates, like it is the case in this study, can happen that some of them are still jammed in the adjustment phase even after few years. In

some cases being able to speak the Finnish language is not the issue, but simply need to interact socially on much higher scale than host country is functioning.

Figure 16. Cultural shock curve
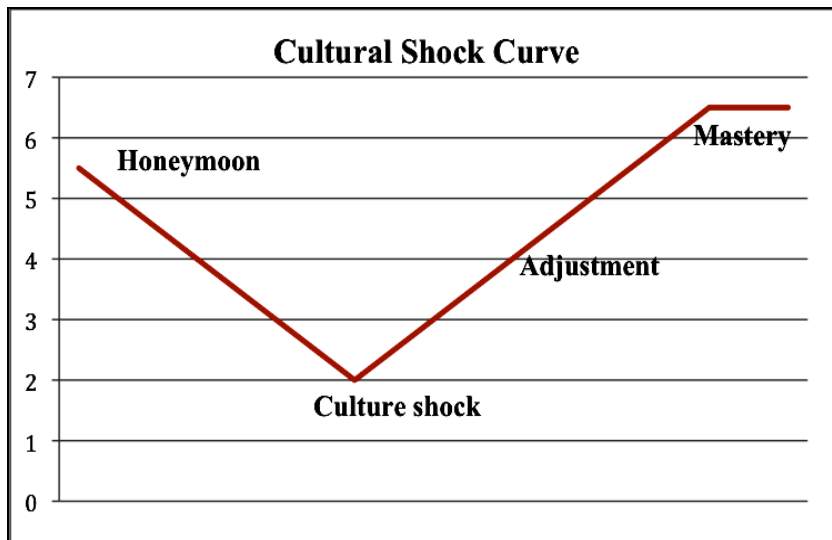
The empirical findings have shown that Balkan expatriates are more devoted the family, friends and have developed stronger sense for community comparing to Finnish society. Common problems, among expatriates in the new environment were based on different aspect of education, upbringing, life style and values, social interaction, spontaneity, cuisine and climate. All this makes Balkan expatriates still uncomfortable to live and interact with locals. The only motivation for long term staying in Finland for Balkan expatriates is the family, which arrived along with them to Finland, working place and the well arranged governmental system.

In this research expatriates also experienced working environment with the locals. We can draw the conclusion here that even when there was not any conflict or disagreements between coworkers, Balkan expatriates felt rejected by Finns, just because, once again, they appear to appreciate more independency and prefer to be not bothered unless is concerning the working issue.

Based on this thesis research Table 8 will show more closely summarized differences between Finland and Balkan.

Table 8. Cultural differences between Finns and Balkans

Cultural Differences Between Finns and Balkans		
	Finns	*Balkans*
Behavior preferences/ likes about Finns	-Fact of Finns as trusty people; -Free education; -Individual freedom; -Fact that welfare system treat citizens equally; -Nature, cottage and sauna culture; -Nokia	-Honesty and accuracy of locals; -Possible autonomy; -Well-developed social security; -Safety of environment; -Free education; -Automation of services
Behavior preferences/ dislike about Finns	-Fact about outspoken racism; -Autism; -Violence and drunken behavior; -Society's denial of need for more mental health care	-Undeveloped, distance family relationship; -Heavy drinking habits; -Rudeness, uninformed and ignorance; -Very cold climate; -Easily acquired prejudices about other cultures, fear of learning about the same; -Difficult language
Culture diversities	-Rules and procedures are to be followed; -Avoiding social contacts in many situations; -Individual oriented; -Modest	-Flexibility is appreciated; -Seeking social contacts in many daily situations; -Family and community oriented; -Temperament and spontaneous
Life priorities	-Family; -Own free time; -Friends; - Work; -Hobbies	-Family, relatives, relationships; -Work; -Friends; -Own free time; -Hobbies
Working life	-Following working routine; -Need personal space; -Non-official dress code; -Strict working time	-Dynamic and temperament; -Need for interaction small talk with coworkers; -Official dress code; -Flexibility and tolerance at work
Service system satisfactory	-Way to expensive; -Quality does not stand for the asked price; -Self service; -No tipping culture	-Kindness in state institutions need to be improved; -Bohemian and hospitable culture of cafés and restaurants; -Generous tipping culture

6.1. Suggestion for expatriation improvement

The majority of the interviewed expatriates came to Finland without any previous working company contract. Therefore, the government would be the one who would need to organize the integration process. The surprising fact is that the interviewed minority had a contract with their company, but again the company has not provided any cross-cultural training or course for them or their family members.

The expatriate process of adjustment should start with awareness training where government or company could educate expatriates about differences between two countries' cultures, starting from surface culture, through hidden and invisible culture. The best deal for expatriates would be if they had already taken some basic level of intercultural training in homeland (pre-departure training) and than again if they had another provided by company or government in host country (post- arrival training).

Further process should include the language lessons, which should have been provided by the Finnish government, but just in case of the interviewed majority of the expatriates.

The communication and social interaction is a top problem of Balkan expatriates in Finland. In order to improve the problem, the effort and strength of both cultures will be needed. Finnish language courses will not help expatriates to interact with locals, but other expatriates. Therefore, it would be nice to provide some courses and workshops where it would be possible to interact socially among locals.

Finns want to be able to choose the situations in which they are social, so forming friendships for them takes a longer period of time. Non-talkativeness of Finns makes a lot of difficulties for foreigners to meet them. Therefore, this process may take time, but hopefully it will be effective. In this way Finns could find some more information and be less skeptical to expatriates and their countries and in addition this would create a possibility for the expatriates' better cultural integration.

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8. APPENDICES

Questionnaire in English language

1.   Gender?

Male   ☐
Female   ☐

2.   What nationality are you?

3.   How old are you?

20-25   ☐   38-43   ☐
26-31   ☐   44 and +   ☐
32-37   ☐

4.   How long do you live in Finland?

1year – 5 years   ☐   18-25 years   ☐
6 years-11 years   ☐   26 years and +   ☐
12-17 years   ☐

5.   How well do you speak Finnish language?

I don't speak at all   ☐
Just basic   ☐
Satisfactory   ☐
Good   ☐
Good as mother tongue   ☐

6. How well were informed you about Finland before you moved in?

7. What is that you do not like, and what is that you like in Finland and why?

8. How is the Finnish culture and way of life different from your local culture and way of life?

9. What is it in the Finnish culture that you cannot accept it and why?

10. How is social interaction in your country different from the one in Finland?

11. Do you have the same habits and rituals that you had when you lived in your country? If not, why?

12. Is it possible to have a conversation with an unknown Finnish person in a public place; if so who would be the initiator of this conversation?

13. How often your friends of Finnish ethnicity (if you have any) are visiting you in comparison with the friends in your own country?

14. On the scale from 1 to 5, in which order would you classify priorities in your life? Job; Family; Personal free time; Hobbies; Friends.

15. In regard to the cultural similarities and differences, would you be able to be in a relationship, or establish a family with a person of Finnish nationality? If not, why?

16. Have you ever worked in the Finnish working environment? If not, why? If yes, how did you interact with each other?

17. If you are (or were) employed, were you doing a job relevant to your own qualifications?

18. Are the working habits in Finland different in comparison to the ones in your own country? If so how do they differ?

19. How is the quality of service different (taxi, café, social services, banks, restaurants) in Finland from the quality of service in your country?

20. Does it bother you and how much?

21. Do you feel homesick and want to return back to your homeland to live?

22. What is it that you miss the most from your country while living here in Finland?

23. Is there any gesture or verbalization in Finland (Finnish language) that you find offensive viewed from your own cultural perspective?

24. If there would be a chance for you to stay and settle down in Finland, would you do so and for what reason?

Questionnaire in Cyrillic alphabet

1.   Ког сте пола?

Мушки   ☐

Женски   ☐

2.   Које сте националности?

3.   Колико Вам је година?

20-25 ☐	38-43 ☐
26-31 ☐	44 и више ☐
32-37 ☐	

4.   Колико дуго живите у финској?

1 год. - 5 година ☐	18-25 год. ☐
6 -11 год. ☐	26 и више ☐
12-17 год. ☐	

5.   Колико добро говорите фински језик?

Не говорим   ☐

Савладао / ла основе језика   ☐

Задовољавајуће   ☐

Добро   ☐

Добро као и матерњи   ☐

6.   Колико сте били информисани о финској пре досељења?

7.   Шта је то што Вам се не допада, а шта допада у финској и због чега?

8.   Колико се разликује Финска култура и начин живота од оног у вашој земљи?

9.   Шта је то у финској култури што не можете да прихватите и због чега?

10.   Како је социјална интеракција у Вашој земљи различита од финске?

11.   Да ли имате исте животне навике и ритуале које сте имали док сте живели у својој земљи? Ако НЕ, због чега?

12.   Да ли је могуће имати конверзацију са непознатом особом на јавном месту и ко би при томе био иницијатор разговора?

13.   Да ли Вас (уколико их имате) и колико често, посећују пријатељи финске националности у поређењу са посетама пријатеља у Вашој земљи?

14.   На скали од 1 до 5, којим би сте редом класификовали проритете у свом животу? Посао; Породица; Лично слободно време; Хобији; Пријатељи.

15.   С 'обзиром на културне сличности и разлике, да ли би сте могли да будете у вези или оснује породицу са особом финске националности? Ако НЕ, због чега?

16.   Да ли сте радили у финском радном окружењу? Ако НЕ, због чега? Ако ДА, како су се односили према Вама?

17.   Уколико сте (или били) у радном односу, да ли сте обављали посао сходно Вашим квалификацијама?

18. Да ли су и како различите радне навике финаца од радних навика Вас и Ваших држављана?

19. Колико је различит квалитет услуга (таксија, кафића, социјалних услуга, банака, ресторана) у финској од квалитета услуга у Вашој земљи?

20. Да ли Вам и колико то уствари смета?

21. Осећате ли носталгију и да ли желите да се вратите назад и наставите живот у Васој домовини?

22. Шта је то што Вам највише недостаје из своје замље а у финској?

23. Постоји ли гест или реч у финској што је увредљив у култури Ваше земље? Ако ДА, који и због чега?

24. У случају да имате шансу да останете и да се скрасите у финској, да ли би и због чега би то урадили?

Questionnaire in Latin alphabet

1. Kog ste pola?

   Muški ☐
   Ženski ☐

2. Koje ste nacionalnosti?

3. Koliko Vam je godina?

   20-25 ☐ 38-43 ☐
   26-31 ☐ 44 i više ☐
   32-37 ☐

4. Koliko dugo živite u finskoj?

   1 god. – 5 godina ☐ 18-25 god. ☐
   6 -11 god.   ☐ 26 i više ☐
   12-17 god.   ☐

5. Koliko dobro govorite finski jezik?

   Ne govorim   ☐
   Savladao/la osnove jezika ☐
   Zadovoljavajuće   ☐
   Dobro   ☐
   Dobro kao i maternji   ☐

6.   Koliko ste bili informisani o finskoj pre doseljenja?

7.   Šta je to što Vam se ne dopada, a šta dopada u finskoj i zbog čega?

8.   Koliko se razlikuje Finska kultura i način života od onog u Vašoj zemlji?

9.   Šta je to u finskoj kulturi što ne možete da prihvatite i zbog čega?

10.   Kako je socijalna interakcija u Vasoj zemlji različita od finske?

11.   Da li imate iste životne navike i rituale koje ste imali dok ste živeli u Vašoj zemlji? Ako NE, zbog čega?

12.   Da li je moguće imati konverzaciju sa nepoznatom osobom na javnom mestu i ko bi pri tome bio iniciator razgovora?

13.   Da li Vas (ukoliko ih imate) i koliko često, posećuju prijatelji finske nacionalnosti u poređenju sa posetama prijatelja u Vašoj zemlji?

14.   Na skali od 1 do 5, kojim bi ste redom klasifikovali proritete u svom životu?   Posao; Porodica; Lično slobodno vreme; Hobiji; Prijatelji.

15.   S' obzirom na culturne sličnosti i razlike, da li bi ste mogli da budete u vezi ili osnujete porodicu sa osobom finske nacionalnosti? Ako NE, zbog čega?

16.   Da li ste radili u finskom radnom okruženju? Ako NE, zbog čega? Ako DA, kako su se odnosili prema Vama?

17.   Ukoliko ste (ili bili) zaposleni, da li ste obavljali posao shodno Vašim kvalifikacijama?

18.   Da li su i kako različite radne navike finaca od radnih navika Vas i Vaših državljana?

19.   Koliko je različit kvalitet usluga (taxija, kafića, socijalnih   usluga, banaka, restorana) u finskoj od kvaliteta usluga u Vašoj zemlji?

20.   Da li Vam i koliko to ustvari smeta?

21.   Osećate li nostalgiju i da li želite da se vratite nazad i nastavite da živite   u Vasoj domovini?

22.   Šta je to što Vam najviše nedostaje iz Vaše zamlje a u finskoj?

23.   Postoji li gest ili reč u finskoj što smatrate uvredljivim u kulturi Vaše zemlje? Ako DA, koji i zbog čega?

24.   U slučaju da imate šansu da ostanete i da se skrasite u finskoj, da li bi i zbog čega bi to učinili?

Background Information of Participants

Balkan Expatriates	Nationality	Gender	Age	Life time in Finland	Well spoken Finnish language
Interviewee no.1	Albanian	Male	20-25	1-5 years	Basic
Interviewee no.2	Bosnia and Herzegovina	Female	26-31	12-17 years	Good
Interviewee no.3	Bosnia and Herzegovina	Male	26-31	12-17 years	Good
Interviewee no.4	Bosnia and Herzegovina	Female	20-25	1-5 years	Don't speak
Interviewee no.5	Bulgaria	Female	38-43	6-11 years	Good
Interviewee no.6	Bulgaria	Male	26-31	6-11 years	Basic
Interviewee no.7	Croatia	Female	32-37	6-11 years	Good as mother tongue
Interviewee no.8	Croatia	Female	44 and plus	6-11 years	Good
Interviewee no.9	Croatia	Female	20-25	1-5 years	Don't speak
Interviewee no.10	Greece	Female	38-43	1-5 years	Basic
Interviewee no.11	Macedonia	Male	26-31	12-17 years	Satisfactory
Interviewee no.12	Macedonia	Female	38-43	12-17 years	Basic
Interviewee no.13	Romania	Male	20-25	6-11 years	Satisfactory
Interviewee no.14	Romania	Male	44 and plus	12-17 years	Satisfactory
Interviewee no.15	Romania	Female	44 and plus	6-11 years	Satisfactory
Interviewee no.16	Serbia	Male	26-31	1-5 years	Don't speak
Interviewee no.17	Serbia	Male	26-31	6-11 years	Good as mother tongue
Interviewee no.18	Serbia	Female	32-37	6-11 years	Basic
Interviewee no.19	Serbia	Male	32-37	6-11 years	Good
Interviewee no.20	Slovenia	Female	32-37	6-11 years	Good

Questionnaire for Finnish participants

1.   Gender?

Male   ☐
Female   ☐

2.   How old are you?

20-25   ☐   38-43   ☐
26-31   ☐   44 and + ☐
32-37   ☐

3.   Do you speak any languages other than Finnish, what are they?

4.   How would you describe the culture and society of Finland?

5.   What is it about Finish culture that you are proud of, and what is embarrassing for you?

6.   What is it that you do not like, and what is it that you like in Finland and why?

7.   How would you describe social interaction in Finland, and are you satisfied?

8.   What are the usual habits and rituals of Finns in every day life?

9.   Is it possible for you to have a conversation with an unknown person in a public place; if so who would be the initiator of this conversation?

10.   Do you have any foreign friends and from which countries are they?

11. How often your friends of Finnish ethnicity are visiting you in comparison with the foreign friends?

12. On the scale from 1 to 5, in which order you would classify priorities in your life? Job; Family; Personal free time; Hobbies; Friends.

13. How would you prefer using your personal free time?

14. With regard to the cultural similarities and differences, would you be able to be in a relationship, or establish a family with a person of different nationality than Finnish? If not, why?

15. Have you ever worked in a multicultural working environment? If not, why? If yes, how did you interact with the international colleagues?

16. How would you describe your working habits?

17. Are you fully satisfied with quality of service (taxi, café, social services, banks, restaurants, etc.) in Finland?

18. If there is something that is bothering you about quality of service, what would that be?

19. Have you ever been abroad?

20. What is it that you miss the most from Finland while living (spending time) somewhere abroad?

21. If there would be a chance for you to stay and settle down in some other country then Finland, would you do so and for what reason?