

Eveliina Tayfur

GERMAN EXPATRIATE IN A FRENCH ORGANIZATION

- A LOVE STORY?

Case company: AREVA NP

Degree Programme in International Business

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Tayfur, Eveliina
Satakunnan ammattikorkeakoulu
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Asiasanat: expatriaatti, organisaatiokulttuuri ja -ilmapiiri, työmotivaatio ja työtyytyväisyys, perehdytys

Työn tarkoituksena oli tutkia Areva NP:n expatriaattiprosessia ja tutkia millaisena työpaikkana expatriaatit kokevat Arevan. Työn tarkoituksena oli myös arvioida expatriaattien työmotivaation ja työtyytyväisyyden tasoa, sekä tutkia expatriaatio- ja perehdytysprosesseja. Tarkoituksena oli löytää asioita, joita Areva NP voisi parantaa tulevaisuudessa.

Teoriaosassa käydään läpi expatriaattiteoriaa sekä organisaatiokulttuuri- ja ilmapiiriteorioita. Organisaatiokulttuuri- ja ilmapiiriteorioissa keskitytään erityisesti perehdytykseen sekä työmotivaatioon ja työtyytyväisyyteen. Työn teoreettinen osa tukee tehtyä tutkimusta. Empiirisessä osassa tutkintamenetelmänä käytettiin kvalitatiivista ja kvantitatiivista tutkimusta tiedon keräämiseen. Kysely koostui monivalintakysymyksistä sekä avoimista kysymyksistä eli se oli hybridi.

Tutkimus tehtiin lähettämällä kyselylomake valituille vastaajille sähköpostitse. Kun vastaajat olivat vastanneet kyselyyn, he palauttivat sen tutkijalle joko sähköpostitse tai yrityksen sisäisen postin kautta. Vastaajilla oli kaksi viikkoa aikaa vastata kyselyyn ja palauttaa se. Vastaukset analysoitiin moneen kertaan, jonka jälkeen niiden perusteella kirjoitettiin tiivistelmä ja kehitysehdotus yritykselle. Yhteenvedossa käydään läpi tutkimuksen tärkeimmät tulokset. Kehitysidea osiossa käydään läpi miten yritys voisi parantaa expatriaatioprosessia, perehdytysprosessia sekä työntekijöiden työmotivaatiota ja työtyytyväisyyttä.

Tutkimuksen avulla saatiin vastaukset tutkimuskysymyksiin. Keskeisimpänä havaintona voidaan pitää sitä, että vastaukset olivat pääasiallisesti positiivisia ja työntekijät ovat melko tyytyväisiä työhönsä. Saatujen tietojen avulla yritys voi halutessaan parantaa työntekijöidensä työmotivaatiota ja työtyytyväisyyttä. Saatua tietoa voidaan käyttää myös tulevaisuudessa, jos Areva NP tulee valituksi myös Olkiluoto 4 ydinvoimalareaktorin rakennuttajaksi.

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Tayfur, Eveliina

Satakunnan ammattikorkeakoulu, Satakunta University of Applied Sciences

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The purpose of this thesis was to study expatriation process in Areva NP and to study how expatriates experience Areva NP as workplace. Other purposes were to evaluate the work motivation and work satisfaction in the company and to find issues in expatriation process and induction process which Areva could improve in the future.

In the theory part I am going through the expatriation theory, organizational culture and atmosphere theories. In the organizational culture and atmosphere theories my main focus is on induction, work motivation and work satisfaction. The theoretical part is supporting my research. In the empirical part I used qualitative and quantitative methods to collect information. The survey consists of multiply choice questions and open questions so it was a hybrid.

The survey was made by sending the questionnaires for the respondents by email. After answering to the survey, respondents sent the questionnaire back to me by email or via company's internal mail. The respondents had two week time to complete the survey and sent it back. After analyzing the answers few times I wrote conclusions and recommendations for the company. In the conclusion I am going through the most important findings of my research. In the recommendations I wrote proposal for the company about the fact, how they could improve their expatriation process, induction process and employees work satisfaction and work motivation.

My research provided answers to my research questions. The most significant results are that the answers were mainly positive and that the employees are quite satisfied to their job. The company can use this new information to make their employees more motivated and satisfied to their job. Information can be used also if Areva NP will be chosen to build also Olkiluoto 4 nuclear power plant in the future.

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1 INTRODUCTION

The French-German consortium formed by AREVA NP and Siemens AG started the construction of Olkiluoto 3 nuclear power plant in 2005. Olkiluoto 3 is a turnkey project and it is the world's first EPR nuclear power plant (European pressurized water reactor). The power plant is owned by Teollisuuden voima Oyj (TVO).

The purpose of this thesis is to study Areva's organizational culture from the expatriate's point of view and to evaluate expatriates level of work motivation and work satisfaction. The purpose of this thesis is also to study how Areva could improve its' expatriation process and induction process. The subject of this thesis is important and current because the project is still on going and because Areva has left the offer for Olkiluoto 4 project. One purpose of this thesis is to give ideas of improvement, suggestions and feedback for Areva, in order to perform well, if Areva will be chosen to build also Olkiluoto 4.

The author of this thesis has been working in AREVA NP SAS, Finnish branch since May 2012. The three first months of employment were a compulsory practical training included in the degree. The Author works in Human Resources department and therefore the idea of the thesis came naturally. After discussion with the Human Resources manager the subject for the thesis was set. Even the author has work experience from the case company the results of the survey are analyzed objectively.

2 BACKGROUND OF THE THESIS

2.1 Purpose of the study

The purpose of this thesis is to study expatriation process in the Areva NP and study what is the level of expatriates work motivation and work satisfaction in Olkiluoto 3 construction site. Important points to study are also what Areva NP could do better in future projects regarding the expatriation and induction processes. Specific request

from Olkiluto 3 project's Human Resources manager is to study why expatriates decided to go expatriate.

2.2 Research problems

Research questions are as follows:

1. How expatriates experience Areva NP as workplace (organizational culture and atmosphere)?
2. How expatriates experience the induction process?
3. How Areva NP could improve its' expatriation process?
4. What is the level of expatriates work motivation?
5. What is the level of expatriates work satisfaction?

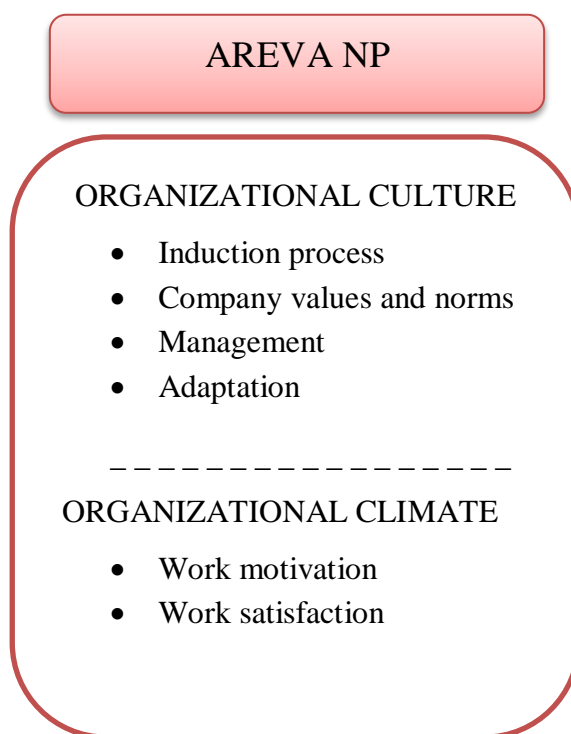
Data collection for theoretical part is going to be from Internet and books. Research part of data collection is going to be from questionnaires for expatriates. The main source will be the questionnaires for expatriates, but also different webpages. I have also opportunity to use what I have learned during my internship and work periods in the company's Human Resources department.

2.3 Conceptual Framework

Theoretical framework will consist of expatriation theory, induction theory, organizational culture and climate theory. In climate theory, I will focus on mostly to work motivation and work satisfaction theories.

These theory parts will be used in my thesis to create a background form my research. I will write about expatriation to clarify what is expatriation. The organizational culture part will introduce theory of organizational culture and atmosphere. Because work motivation and satisfaction are in important part on my thesis, I wanted to focus on those deeply to create a good basis to my research. That is why I separated those from the organizational culture even those are strongly related to each other. I also wanted to explain shortly what induction is and how it affects to the employees.

Conceptual frame of reference describes the Areva NP's organizational culture in Olkiluoto 3 project. The process starts from the company Areva NP. Organizational culture consists of many factors, but in my research I will focus to induction process, company values and norms, management and adaptation. Also organizational climate consists of many different factors, but in my research I am focusing to work motivation and work satisfaction. It is important to set clear borders to the research that it does not began to wide.



Picture 1. Conceptual framework of reference

3 CASE COMPANY

3.1 Introduction of the company

Areva is a French multinational energy company which is primarily focused on nuclear power. It is a major player in the energy transition. Areva's strategy is to build safe and profitable future nuclear power and to develop renewable energies. Areva employs more than 46 000 people worldwide. (Areva's www-pages, 2013)

Areva opened new office to Helsinki in beginning of the year 2013. Areva is not only building Olkiluoto 3 project in Finland, it is also offering its' expertise to the maintenance for already existing power plants in Finland. Areva is also supplying fuel to the Olkiluoto 1 and Olkiluoto 2 nuclear power plants. (Areva Finland's www-pages, 2013)

3.2 Introduction of the Olkiluoto 3 project

Olkiluoto 3 is an international turnkey project. The French-German consortium formed by AREVA NP and Siemens AG started the construction of Olkiluoto 3 nuclear power plant in 2005 in Olkiluoto, Eurajoki. When it is completed it is the world's first EPR nuclear power plant (European pressurized water reactor). The power plant is owned by Teollisuuden voima Oyj (TVO). (Teollisuuden voima's www-pages, 2013)

Construction is still ongoing and the current forecast is that the project will be completed in 2016. The project is one of the largest industrial projects in Northern Europe. The purpose is to build a power plant which is profitable, safe and environmental friendly energy source. In past years the project has employed more than 4000 people from 55 different nationalities. The number of employees is decreasing because the project is starting to be closer to the end of construction. The next stage is commissioning phases. (Areva's www-pages, 2013)

4 EXPATRIATION

4.1 Definition of expatriate

Expatriate is a person who moves temporarily from person's home country to other country. In my thesis expatriate means person who has moved from home country to Finland because of the Olkiluoto 3 project. Because my thesis focus on expatriates, it

is important to clarify that the expatriate and immigrant are two different things. The difference is that the expatriate moves currently to the host country because of work or some other personal reason. It is expected that the person will return his or her home country or leave for a new destination after certain period. Immigrant is coming to the country for a long term or permanent stay. The reasons for immigration are for example expectance of better life, marriage with other country citizen or escape a war or some other threats. (Kivimäki 2011, 8)

4.2 Adjustment

Moving to abroad is not easy, and adjusting to working and living are challenging. It takes time before the expatriate can live normal life. Expatriate must learn to appreciate the cultural differences and to learn how to survive in the normal daily life problems. When the person is trying to understand the new culture, the culture shock is easier to handle. Adjustment of expatriate consists of two parts. The first part starts already before the expatriation and the other part is during the expatriation. Adjustment consists of cultural trainings. (Kivimäki 2011, 13)

For some people the expatriation is a way of living. This kind of person is living in different countries and moving often. Nowadays expatriation is coming more and more usual. Sometimes all expatriate's family moves to the host country and they are trying to live as normal life as possible. It is not easy for the child who needs to change school often and make new friends all the time. They might feel that they do not belong anywhere. (Kivimäki 2011, 13)

4.2.1 Expatriate training

Expatriate training is training, where the employee learns host country's habits, customs and cultural differences before going to expatriate. Expatriate training is in important part when thinking about the successful expatriation. Training is especially important when the expatriate's assignment is far away from the person's own home country, because then cultural differences are large and the adaptation to host country is difficult. With expatriate training it is possible to help expatriate to adapt to work-

ing and living in a new host country. Many researches have been made about the effectiveness of expatriate training and the results have been positive. Expatriates who have participated in expatriate training are more likely to complete their expatriation successfully than the expatriates without the training. (Neill 2008, 1)

It is important to take in to account the cultural differences in different countries in order to ensure successful and effective expatriation. Cross-cultural training is in important part of preparing the expatriation. In cross-cultural training the person learns intercultural issues such as behavior competencies and ways to interact with people from different country. All companies which are sending people to work abroad should take into account the cultural and behavioral differences in order to success in business. (Neill 2008, 2)

Intercultural training ensures that the employee is able to survive and do good performance in the unfamiliar environment. In the training the employee learns new skills and expands his or her knowledge so that they are able to work in the new environment. One target of the training is interaction of socializing and working with people from different cultural backgrounds. It is important to create understanding of cultural differences. When the person understands and knows how to deal with cultural differences the effectiveness grows. In the training the expectations and stereotypes from different cultural backgrounds are presented and the person learns how to work in multicultural context. Some expatriates are adjusting their new work environment well and they are finding new contacts and expanding their social network very fast, but it does not mean that the expatriate will adapt to the new host country's culture. It also does not mean that the expatriate will effectively perform in their work in new country. It is important to address the host cultures cultural differences in positive and respectful way. Cultural differences like different language, different habits, different political atmosphere and different religion are affecting a lot to the expatriate's adaptation. With training it is possible to support the expatriate to be a part of the host culture. Local friends are helping the expatriate to adapt to the new host country. Socialization helps the expatriate to learn national culture and be a part of the culture. (Neill 2008, 5)

Full Cycle of Expatriate Support



Picture 2. Full cycle of expatriate support (Leinbach 2013)

Picture 2 describes the expatriation process from the beginning to the end of the process. Everything starts from the pre-assignment what includes all the preparations to move to the other country, expatriate training and administration processes. The second stage is arrival to the host country where the induction process continues and expatriate is starting to settle in. When the assignment is starting to be close to the end, organizing of the pre-departure begins, which leads to the end of assignment and reintegration. (Leinbach, 2013)

4.2.2 Culture shock

Culture shock can be defined as the personal disorientation what person can feel when he or she moves to the new country where everything is different when comparing to the person's home country. In the new country everything is unfamiliar; weather, food, habits, language, values and customs. It means that everything the person was used to no longer exist. Daily routines and communication with locals are different. Sadness, loneliness, insomnia, confusion, homesickness and idealizing own culture are examples of culture shock symptoms. Symptoms are individual and can vary depending on the person. These things are part of culture shock. (Schmidt 2013)

Culture shock contains five stages. The first stage is the honeymoon stage when the person feels euphoria, excitement and person wants to experience as much as possible. The second stage is distress stage when the person feels that there is nothing new to experience anymore. Person might feel confused and lonely. The third stage is re-integration stage. In this stage the person feels frustrated and angry and he or she starts to refuse the acceptance of differences. Also comparison with own culture and new culture is normal in this stage. The person starts to dislike the differences like language and habits. This is so called adjustment and it is totally normal part of culture shock. The fourth stage is autonomy stage which is the first stage of acceptance. In this stage the person starts to accept the differences and get used to survive with them. Appreciating the new culture starts in this stage. The last and fifth stage is independence stage when the person starts to feel like him- or herself again. The person starts to feel comfortable in new environment and feel confident in daily life. Person starts to feel like in home country. (Schmidt 2013)

4.2.3 Effects of successful expatriation

Successful expatriation means that the expatriate completes the expatriation period from the beginning date to the expected ending date. It also means that the expatriate has performed his or her work well and adapted to the host country. It is not easy to define when the expatriation is successful. Failed expatriation is easier to define. In successful expatriation the right person has been send to the right host country and to the right job. Good and wide expatriate training before expatriation is the base for successful expatriation. It is important to teach person to adjust the local environment and learn the way of working. From the company's point of view the expatriation has been successful when the person completes his or her tasks during the expatriation. Short term goal is to complete the job and long term goal is the developmental goal. Developmental goal means making the company or organization global. The persons who were sent to the expatriate assignments are expected to acquire and transfer knowledge and their skills over the duration of the assignment. Many times the persons sent to expatriates are a bit older persons with long and wide work experience. (Neill 2008, 4)

In the host country the expatriate faces many difficulties related to the cultural differences and different way of working. These things may affect to the expatriate decision to leave from host country before the expected expatriation period is ends. The successful expatriation has to base on the knowledge, possessing skills and attitudes to perform effectively in a new environment. Expatriate must know how to adjust to living in the new country and understand how to maximize the developmental opportunities during the assignment. (Neill 2008, 4)

Successful expatriation affects to the expatriate in many different ways. Expatriate learns adjustability which means cultural openness, stress management, substitution capacity and confidence. It also influences person's attitude. Persons who are able to adapt easily to local environment are more likely to success in their expatriation period. (Joshua-Gojer 2012, 55-56)

4.2.4 Failed expatriation

Before expatriation is impossible to know how the person will survive in the new environment and will the person complete his or her tasks. What causes success or failure in expatriate assignment? There is not definition for that because the people are different and they are adapting differently. Failure of expatriation means that the person returns to home country before the expected ending date of assignment. Early returns from assignment abroad are costly for the company. The loss is not only money, but also losing the talent, who knows how to complete the task and has the knowledge. If the person returns early from assignment the company must find the replacement to complete the task. Expatriation might be failed even the person stays in the host country the expected duration of assignment. Other reasons for failed expatriation are delayed starting time, lack of good relationship between expatriate and host country, inability to adapt to the new environment, lack of understanding of new culture and habits of the host country. For many people it is not easy to adapt to the other culture. This affects to the person's social and working life. Problems and difficulties in expatriate's personal life can delay the start up time of expatriation. With

expatriate training it is possible to help people to adapt to the country and decrease the level of failed expatriation. (Neill 2008, 3)

4.2.5 Repatriation

Repatriation means returning from the expatriation assignment abroad to the home country. Many times adapting back to own culture is even more difficult than adapting to the new host country's culture. (Nikolaeva 2010, 15) Often the repatriation is not in so important position than leaving expatriation. That means that in many cases the repatriation is not so well organized and planned than the preparations before the expatriation. Impatriation means that the expatriate's family moves back to the home country and the expatriate returns to the head quarter. (Kivimäki 2011, 16) Many expatriates might feel insecure about repatriation. The old position in the company is not anymore the same, maybe it does not even exist anymore or it was given to some other employee. The working environment in the home country might have changed. (Sinkkonen 2009, 169)

The time spent in other country affects to the expatriate and his or her family. After adapting to the host country's habits and cultural differences it might be very difficult to adapt in their own society. If the person has been in expatriation without family he or she might feel alienated from his or her family and friends. The normal life in own country might feel difficult and different after living abroad in different environment. (Sinkkonen 2009, 169-170)

When the expatriate moves back to the home country the person might feel reverse culture shock. After living abroad some certain time the person has adapted to the host country's culture and own culture feels different. The expatriate has changed during the assignment abroad and the readjustment to their home country is needed. It is important that the expatriate understands that adapting back to the own culture takes some time. (Kivimäki 2011, 16-17)

5 ORGANIZATIONAL CULTURE AND ATMOSPHERE

5.1 What is organizational culture?

The company's organizational culture determines company's values and behaviors. Company's organizational culture can be seen in the way how the organization does business, takes care of employees and customers. It can be also seen how information goes through to hierarchy and how committed employees are towards company's goals and objectives. (Hyttinen S., Järvinen T., 2009, 8). Juuti describes organization culture in his book as employee's common action and thinking models. (Juuti 2003, 72).

Organizational culture is important indicator in company's strategies and missions. In the culture can be seen what have been done in past. The culture impact includes for example things like shaping behaviors, facilitating the generating of employees commitment and conveying a sense of identity. (Armstrong 1996, 361-362).

Organizational culture consists of values, artifacts and norms as mentioned before. Values are things which are considered as valuable and important. Values can be seen in beliefs in what is good and what kind of behavior is acceptable in the organization. Company values are identified by the company's top management level but those can be shared with all employees in that organization which means that the company is value driven. When company values are strong, those are effecting to behavior. Strong values in the organization's culture values, which are reinforced by the top managements' behavior, can influence highly. Company values can be seen for example in:

- company's growth and competitiveness
- customer management
- treatment and caring of company's employees
- company's productivity and social responsibility
- diversity management

Values are norms and artifacts in the reality. Norms are unwritten rules which are like guidelines how to behave. Norms are determining what person should wear, do, say and believe. Norms are passed on by words and behaviors. Basically people are

controlling others by the way we react to them. Norms can cause strong pressure to one's behavior. Norms are referring to the aspects like:

- the way how manager treats employees
- the work ethic; for example if you cannot finish your job during regular working hours, you are inefficient
- loyalty and formality; for example unwritten rules about dress code.

(Armstrong 1996, 362-363)

Artifacts are visible aspects like working environment; buildings, structures and colors. Artifacts are easy to recognize but it is not easy to understand meaning of those. (Strömmer 1999, 57)

There are seven characteristics which are defining the organizational culture in companies. Those are listed below:

1. Ability to take risks and innovation
2. Detail orientation
3. Result orientation
4. Human orientation
5. Team orientation
6. Stability
7. Aggressiveness

The first point "ability to take risks and innovation" means that how much company's employees are encouraged by supervisor to take risks and be innovative. The second point about detail orientation means that how much employees are expected to pay attention to the details. The third point result orientation means that how much more company's management is focusing on to the results rather than to the techniques to reach the results. The fourth point human orientation considers how much the company's management is thinking people in their organization in their decision-making. In the fifth point is team orientation which means that the employees are working more individually than in groups. The sixth point about stability means the relation between company's status quo and growth. Last point about aggressiveness means that the employees are more competitive and aggressive than easy going. (Robbins et al. ... 2010, 457-458)

Organizational cultures can also be divided for different types. Four most common types are macho culture, play hard culture, bet-your-company culture and the process culture. In macho culture individuals are taking risks and they are getting feedback faster than normally. Also in the play hard culture individuals are getting feedback fast about their actions. The difference is that play hard culture encourages maintaining a high level of low-risk activity. Third one is the bet-your-company culture where individuals are taking high risk, but they need to wait feedback for a long time. The last culture type is process culture where individuals are not getting feedback easily. In this kind of culture employees are focused on the way of doing more than to results. (Robbins et al. ... 2010, 459)

5.2 Changing organizational culture

Organizational culture is for the company like personality. It consists of many variables like business branch, human resources structure, size of the company and location. Because of these the change process is very slow which can cause problems for the company. Company's organizational culture can be compared to the development of economy. There might be a conflict which must be solved with patience. Organizational culture can be changed by decision or just change itself by time. In many successful companies the organizational culture is deeply planned, good example of this is McDonald's. Culture can be reform for example by;

- trainings
- changes in structures
- changing approaches and rules
- informing

Actions and behaviors are the base of the culture but culture also effects to the people. Socialization is adaptation process. During that process employee learns organization's culture, own position and daily tasks. Adaptation process takes normally six to ten months when considering new employees. After adaptation, the next stage is passive or creative adaptation, it depends on the organization. Socialization starts when employee starts to work in new company and it continues until the employee changes to the new organization. Adaptation to the new culture is not easy. In Hofstede's model first stage of adaptation is named as honeymoon stage. After that stage

is the culture shock, where the employee faces the reality and possibly disappointment. (Strömmer 1999, 60-61).

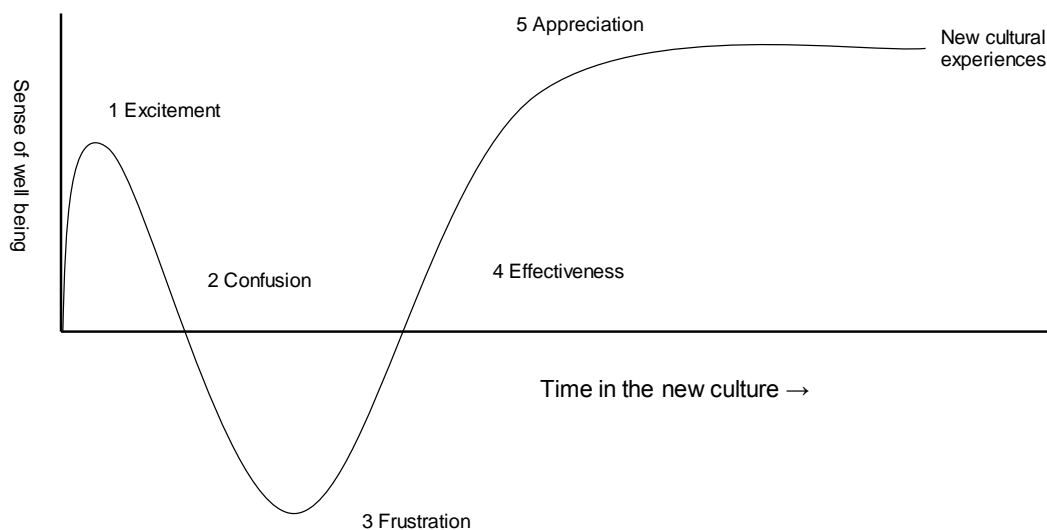


Figure 1. Cultural adaptation curve (Strömmer 1999, 61)

Organizational culture can be divided to two different sections, first one supports learning and the second one does not. For organization to learn, it requires conscious support. The company which is able to learn is considered to be open to new ideas, ready to take risks and able to handle failures and learn from mistakes. Companies are interested in supporting creativity and innovative culture. Creativity means ability to find solutions and try new things. Innovative means ability to create new ideas. It is not easy to develop creativity in the companies. The reason for that is that it is strongly related to the personality. Flexibility and desire are two important things when talking about learning and those are part of creativity. In the organizations, creativity can be supported with:

- compensation systems
- open discussion
- information flow
- measurement of creativity

Taking risks is important part of creativity. Risk taking is allowed in the learning companies and does not punish for failures. Instead of punishment, there is feedback and support to try again. (Strömmer 1999, 62-63).

5.3 Bureaucratic organization and entrepreneurial organization

In bureaucratic form, the structure is mechanistic and hierarchical. In this form, the decision making is not dependent on one person or one group of people. In this form the responsibility is devolved through the structure. (Torrington, Hall, Taylor & Atkinson 2011, 82)

Central power is the base of the entrepreneurial form. It means that all decisions are made by the expectations of the person or people in center. This form can be seen in small companies and also in new founded companies. When small company grows, this form does not fit so well anymore, because the decision-making grows and any decisions cannot be made without approval from the center. In this case the center will be overloaded. (Torrington et al. ... 2011, 81-82)

In large organizations the bureaucratic form has been the standard and it can be seen in many companies. Nowadays, companies are trying more and more to get towards flatter organizations. (Torrington et al. ... 2011, 83). Skyttä mentions in his book "Tiimitys ja sen läpivienti" that it is important that the organization makes a conscious choice between the bureaucratic culture and the entrepreneurial culture. (Skyttä 2002, 28)

5.4 Organizational atmosphere

Organizational atmosphere is part of the culture. Atmosphere is interaction between people and it means that the feelings are in strong position. Atmosphere is either good or bad, when asking from employees opinions. When thinking about efficient learning of organization culture, openness and trust are key words. It is not a fast process to try to change atmosphere in the organization. Top management can effect to the atmosphere. Atmosphere consists of following things:

- communication and the way how information reaches people
- decision-making and the decision-maker
- working motivation; how committed employees are
- how organization takes care of the employees

There are several things which are affecting to atmosphere. Firstly it affects to the working satisfaction and motivation and to the results of the work. When the atmosphere is good in the organization, it contributes employees' commitment. Organizational atmosphere is related to the working environment and the person's feeling. Atmospheres can be divided into two different sections which are people-oriented and performance-oriented. Both sections have an important role when thinking about company's productivity. Productivity is the result of employees' possibility to influence, evaluation of results and positive feedback about the job done. Also the responsibility has important part. Work satisfaction and positive orientation are results of people-oriented and performance-oriented sections. When employees have same vision about task, it helps to commit to the common target. That is why the vision and values should go hand in hand. Secure atmosphere means that the employees are able to take risks without being scared of punishments. People can be committed to the work or goal only if the person is able to take part to it. When the employees are assignment-oriented they are all trying to reach the same goal. Evaluation and feedback has also significant effects. Companies should support innovations and new ideas. (Strömmer 1999, 64)

6 INDUCTION

6.1 Definition of induction

Induction helps new employee to understand and learn work tasks and how those are related to the function of organization. The main purpose of induction is to help employee to success in his or her job. Induction includes also relationship building with colleagues. Induction defines organization's rules and habits and of course also the organizational culture. Induction ensures that the employee can start to work faster. (Hätönen 2011, 71)

Induction must be done when in the organization happens some changes or if the employee gets new tasks to handle. Without induction employee learn his or her mistakes and the process is slow. With induction the organization secures the smooth

operation of the company when employees are changing. One purpose of the induction is also to develop company's operations and to share the knowledge. Induction is also part of the legislation. According to the law employer has responsibility about the induction of the employee. Employee must be given adequate information about the risks and hazards on workplace. Employer must take care that the employee has professional skills and work experience in order to do the job well. (Hätönen 2011, 71)

Good induction needs preparations. The content of the induction of the employee depends on not only the employee's background and earlier work experiences, but also the content of the work and work environment. Supervisor creates the possibilities for induction and takes care of the implementation and monitoring of it. The person in charge of induction should know the principals of induction process and be supportive. Inductor must be able to give understandable information about work tasks and to guide and support employees to high quality work performance. Inductor must also be able to help people to give constructive feedback for the employees and to help them to use right and safe working methods. To ensure efficient induction process it is good to create check list about things. During the first induction week it is important keep the main focus on work tasks that the employee can start to work fast. Induction should continue until that the all things in checklist have been gone through. At the end of the induction, it is good to have feedback discussion where the inductor and the employee can give feedback for each other. (Hätönen 2011, 72)

6.2 Induction process

There are many different ways to organize induction process. In small companies the process can be individual but in the bigger organizations induction might happen in small groups. Induction process consists of; the part to be done before the employee arrives, and the part when the employee arrives. Before the arrival of employee it is important to clarify the reason of the induction and what to go through and select the inductor. Inductor creates the checklist which determines the induction practices. After that it is important to decide how to evaluate and organize induction process and to communicate about the arrival of new employee. (Hätönen 2011, 73)

Example of check list when the employee arrives:

1. Work environment
 - colleagues
 - habits and rules
2. Organization
 - basic functions and structure of the organization
 - visio and strategy
 - Human resources management strategy
 - basic information about the company
3. Tools and equipment
4. Human Resources
 - salary, occupational health care and benefits
5. Health and safety
6. Own tasks
 - task and goals
 - impact of the tasks to the whole organization

There are many different ways to do induction, for example, working together with the professional, giving feedback, tutoring discussions, different trainings and exercises and self-learning. (Hätönen 2011, 74)

7 WORK SATISFACTION AND WORK MOTIVATION

7.1 Definition of work satisfaction and factors affecting to the work satisfaction

Work satisfaction means employee's feeling of work. What is the attitude of the person towards work and things effecting to work. When the working environment and employee's needs are in balance it causes the feeling of satisfaction (Paalanen 2011, 9). Working conditions like workload, colleagues, atmosphere, salary and management are effecting to persons work satisfaction. Also the person's own values and attitudes are effecting to the work satisfaction (Robbins, Judge & Campbell 2010, 69).

When the person enjoys his or her job, it causes job satisfaction. Job which provides trainings, interesting tasks, variety and independency satisfies many employees. Based on study made in the European Union the pay does not correlate with the work satisfaction and happiness. Person must reach the level of comfortable living which will raise happiness. Money is a motivation factor, but it is not a factor of happiness. (Robbins 2010, 67-69)

7.2 Definition and factors affecting to work motivation

Motivation is the process which includes for an individual's persistence, direction and intensity of effort towards attaining a goal. Generally motivation can be concerned as an effort towards some goal. Motivation consists of three main elements which are direction, intensity and persistence. Intensity means how hard a person tries. That is maybe the most important element when talking about motivation. High intensity leads unlikely to favorable job-performance outcome except, if the effort is channeled in a direction which benefits the work organization. Persistence is a measure of how long a person can maintain effort. When the person is motivated, they stay with a task long enough to catch the goal. (Robbins, Judge & Campbell, 2010, 140-141) Motivation arises from person's needs. It is internal process and one person cannot motivate the other. It is only possible to create opportunities, but not directly motivate the person. (Hyttinen 2007, 13) In my thesis I focus on the motivation towards organizational goal and work-related behavior.

Work motivation can vary depending on the situation, sense and sensibility. Work motivation consists of three parts which are work itself, personality of the employee and the working environment (Porter and Miles 1974). When looking closer these three parts it is possible to identify many things which are affecting to motivation. First part is work itself. What the person is doing and what he or she is thinking about it. Things which are affecting for that are content of the work, variability, progress and development. Second part is the employee's personality. What are the things that person is interested (hobbies etc.), attitude towards work and towards person itself and needs. Last part is the working environment which consists of working conditions, salaries and benefits and social aspects like management and the working

atmosphere. All these things are affecting to the employees motivation to work. (Strömmer 1999, 150-151)

One of the most important things which are affecting to the motivation is real interest towards work. It is important that the employee appreciates his or she's work. When the person feels that the work is not interesting and enough demanding, the level of motivation decreases and it can also reflect negative effects to employees' personal life and to co-workers. Lack of interests can be seen easily in the person's attitude. If the person is not interested in his or her work, the level of performance decreases which causes negative feedback. This can decrease the work motivation even more. Good level of work motivation leads to good feedback which can increase the level of person's motivation to work. Good results and feedback are affecting the person's motivation positively. (Strömmer 1999, 152)

There are several matters affecting to employees performance at work. First thing is motivation but also personal needs like social needs and performance needs are part of it. Other things which are effecting to the person's performance at work are physical and fiscal aspects like knowledge and skills. (Strömmer 1999, 153)

Based on the different motivation theories, the people are often motivated about rewarding. Rewarding can be divided into two different parts, which are internal motivation and external motivation. Internal motivation means feelings of the employee. The person feels him- or herself satisfied after completing some task or other achievements. These kinds of people are normally ready to learn new things and develop themselves. External motivation is based on salaries and benefits. Rewards are external matters. People need to work hard to get a reward. When the person thinks that the reward is desirable, the person is motivated to do his or her work. (Strömmer 1999, 153-154)

7.3 The job characteristics model and work performance

The job characteristics model is created by J. Richard Hackman and Greg Oldham. In this model, any job can be described with five core job dimensions which are skill

variety, task identity, task significance, feedback and autonomy. Skill variety means that the employee is able to use many different skills. Good example is for instance hair dresser who cuts hairs, serves customers and cleans up the place at end of the day. Second point is task identity which means how much work requires completion of a whole identifiable work. Good example would be the cloth designer, who designs the dress, selects the fabric, makes the dress and finishes it. A job scoring very low in this dimension would be for example a factory worker who only makes finishing for clothes. The third dimension task significance means how much work has a substantial effect to the other people jobs and lives. For instance good example of job scoring very high on significance would be a nurse in elderly people house, where he or she takes care of the people and takes care of the hospital unit. Low scoring would be a cleaner who just cleans up the floor in hospital. The fourth dimension is autonomy. It means how much a work provides substantial independence and freedom. It also means how much employee can affect to the scheduling and determining the work. The last dimension is feedback. It means how easily the employee gets feedback of the job results. (Robbins 2010, 173-174)

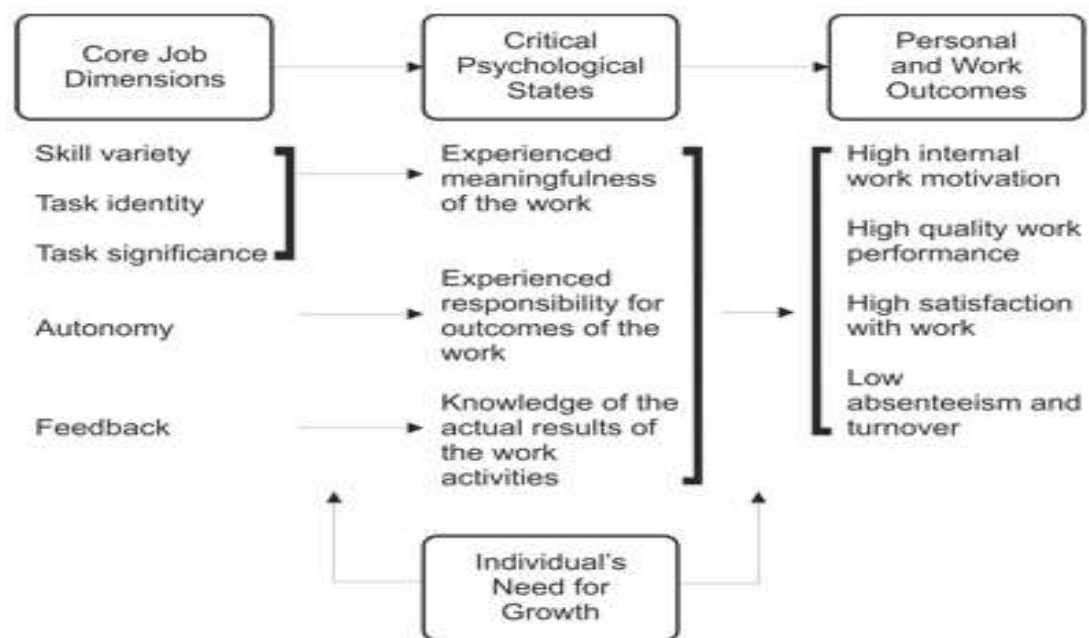


Figure 2. Job characteristics model (Robbins 2010, 174)

The figure 2 describes the job characteristics model. Three dimensions; skill variety, task identity and task significance are combined because those are creating the meaningfulness to work. When these three characteristics exist in job, the model predicts

that the work is important, worthwhile and valuable. It is also good to note that autonomy in job gives incumbent feeling of individual responsibility of tasks in work. If the job also leads to the feedback, the employees know how well they have been performing. The job characteristics model says from the motivational point of view, that individuals obtain internal rewards when they have performed well in the task which they care about. When these three dimensions are in very high level it means that the employees work motivation and satisfaction are on high level also. (Robbins 2010, 174)

There is a link between the five job dimensions and the outcomes as it is shown on the figure. The outcomes are adjusted by the strength of the employees need to growth. It means that the persons who have a high need for growth will response more positively to the psychological stats in case they are present. When thinking about the jobs that are high in motivating potential, at least one of those three dimensions leading to the experienced meaningfulness must be in high level. In that case also the feedback and autonomy must be in high level. In case the job score is high in motivation, the model predicts that satisfaction and performance are positive. (Robbins 2010, 175)

The manager is in very important position when thinking about employees work performance. The main task of manager is to make employees and organizations performance better. Vision and strategy are the base of making work performance better. Long term success requires strategic planning and implementation. Good organization is a combination of different range of individuals. Key factors of success are teamwork and cooperation, but manager should not forget employees' individual needs. It is important to remember that people are learning in different ways; by listening, learning or writing. Constructivist view of learning means that the learning is related to situation and interaction. People learn continually. Motivation is the key factor when thinking about learning, performing and know-how. When the motivation is strong it makes learning and performance better than if the motivation is low. It is important to develop know-how and make processes better in order to make better results in long term. (Sistonen 2008, 28-34)

In good management, the key word is continuity. It is important to support good work performance all year long and not only in people development appraisals or in mid-year reviews. It is important to set up goals and renew those during the year and follow and support the employee to reach the goals. Good manager uses different management styles in different situations. (Sistonen 2008, 34-38)

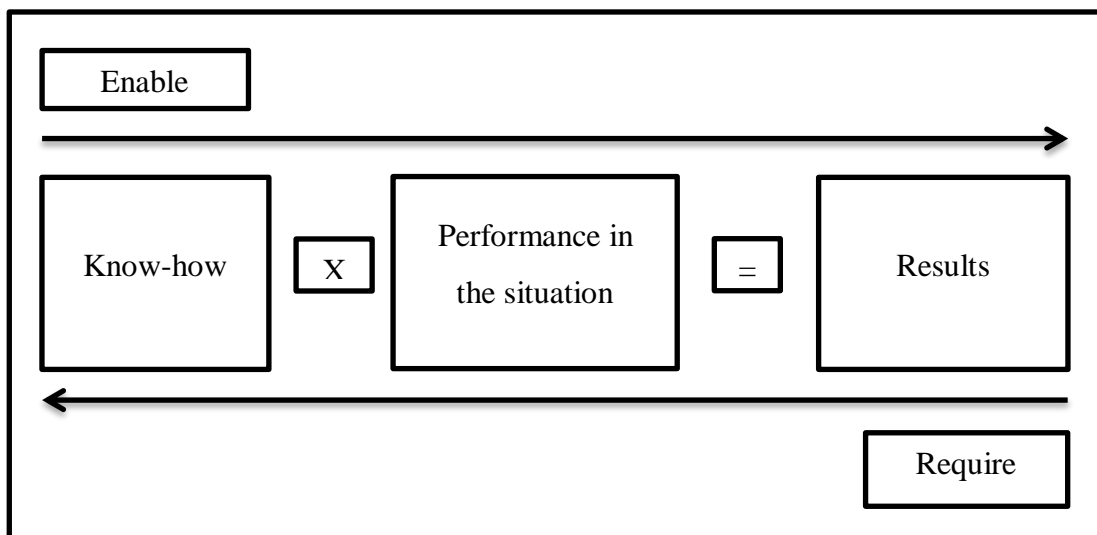


Figure 3. Learning and performance behind the results (Sistonen 2008, 38).

The figure 3 describes background of the results; performance and competence. The multiplier between know-how and performance describes the dependence between them. It is not possible to make good results if the employee does not have know-how, because the person cannot exploit it. On the other hand, even if the person does a good job in certain situations the results cannot be good without know-how. Motivation is also an important factor affecting to the results. (Sistonen 2008, 38)

7.4 Early theories of motivation

In the year 1950, many different motivation concepts were created; for example, theory of A.H Maslow's hierarchy of needs, F. Herzberg's z-factor theory and McClelland's theory of needs. Different theories have affected for that the work motivation has become an important part of the Human resources management in the companies. (Robbins et al. ... 2010, 141)

In 1950 A.H. Maslow created a famous model which describes the motivation. It bases on the idea that the human behavior starts from internal tensions and needs which the person is trying to commute with his or her actions. (Strömmer 1999, 154)

In Maslow's theory, there is an unsaturated need which launches motivation. In his theory, the person's basic needs are divided into five levels. The first level is physiological needs like hunger and shelter. The second level is safety needs which means security and protection from harms. The third level is social need which means for example friendship, affection and acceptance. The fourth level is esteem needs which means autonomy, achievement and self-respect. The fifth and last level is self-actualization need which means that the person has a drive to become what he or she is capable to become. (Robbins et al. ... 2010, 141)

Frederick Herzberg created a two-factor theory where person's relation to work is basic and where the person's attitude towards work can determine well failure or success. (Robbins et al. ... 2010, 143) Motivation factors are things which are creating motivation. These kinds of things are for example content of the work, responsibilities and the feeling of learning and development. (Strömmer 1999, 156-157)

In 1967 David McClelland created a motivation theory which focuses on needs. In this theory the level of motivation varies between different people. Theory of needs focuses on three different needs which are need for achievement, need for power and need for affiliation. (Robbins et al. ... 2010, 145) McClelland believes that it is possible to make the person's performance motivation stronger through education and training. It is important to give demanding tasks to the employee and make the employee more motivated with that. (Strömmer 1999, 157)

7.5 Contemporary theories of motivation

All contemporary theories of motivation have one common factor. Each factor has a reasonable degree of valid supporting documentation. (Robbins 2010, 146) These theories are representing the current state of thinking and explaining the work motivation. Goal-setting theory, equity theory and expectance theories are for example contemporary theories of motivation. The main idea behind the goal-setting theory is that when there is a specific and demanding goal with feedback, those things lead to

the higher and better performance. The goal-setting theory was founded in 1960s by Edwin Locke. (Robbins 2010, 148, 155)

Victor Vroom created expectancy theory, which is the most widely accepted motivation theory. In the theory, employee will be motivated to exert a high level of effort in the situation where they believe that it will lead to a good performance. The good performance appraisal leads to the organizational rewards like salary increases, promotions and bonuses. These rewards will satisfy the employee and his personal targets. The theory's three main relationships are effort-performance relationship, rewards-personal goals relationship and performance-reward relationship. (Robbins 2010, 158)

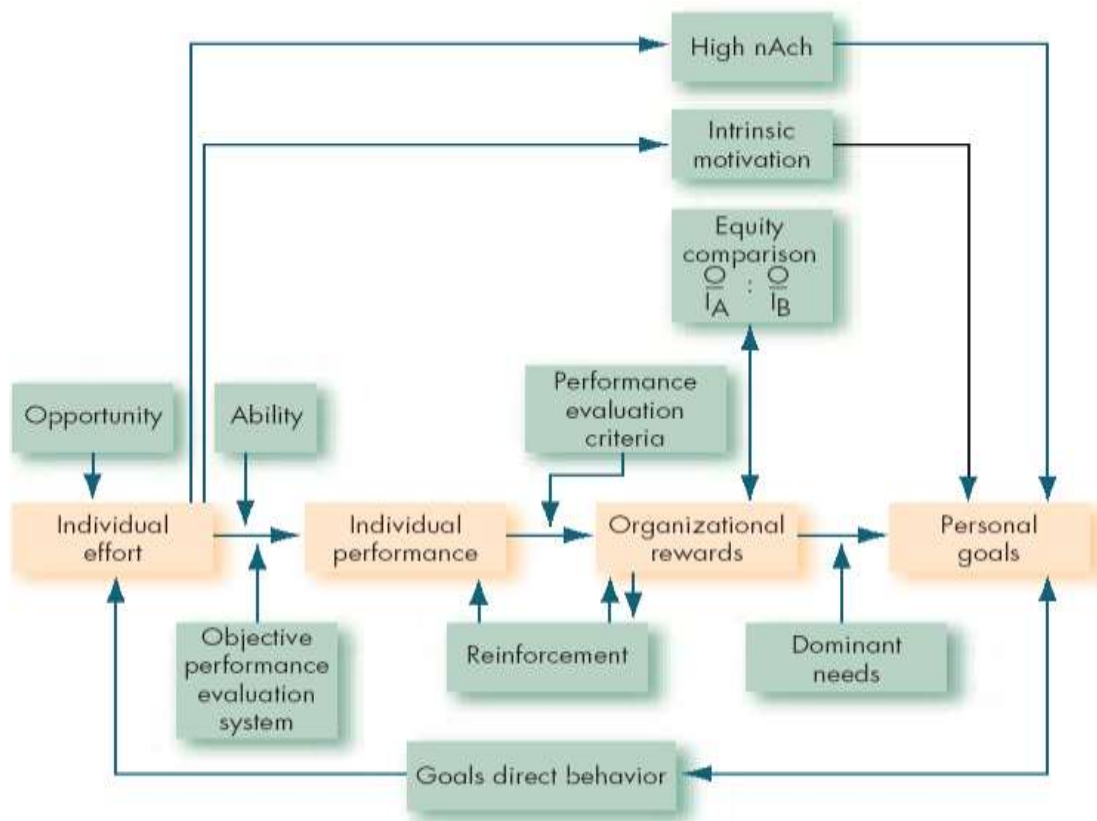


Figure 4. Integrating contemporary theories of motivation (Robbins et al. ... 2010, 161)

Figure 4, presents integrating contemporary theories of motivation. Figure starts from the individual effort. Opportunities can aid or hinder person's effort. Personal goals are affecting to the individual effort through goals and direct behavior. The

goal setting theory describes this process. According to the expectancy theory, individual will try to make higher effort if the person perceives that there is a relationship between performance and effort, performance and reward and reward and satisfaction of person's individual goals and targets. Individual must have the necessary ability to perform. The performance appraisal system must measure employee's performance which must be perceived as being objective and fair. Person must feel that the performance is rewarded. Expectancy theory describes the relationship between rewards and individual goals. Highly motivated person does not feel motivated by an organization's assessment of performance nor reward. They are motivated as long as the job provides responsibility, feedback and small risks. In the figure organization's rewards strengthen the employee's performance like reinforcement theory describes. It means that if company's management has created a rewarding system which employees see as reward for good performance, the reward reinforces employee to continue the good performance. Rewards are in key part in organizational justice. Persons are often judging the good results relative to what others receive, but also with respect and the way how they are treated. (Robbins et al. ... 2010, 161)

7.6 Motivating and engaging

Positive feedback affects to the people positively. It makes person feel stronger. Success is person's internal feeling which makes the person feel good. Every employee wants to be accepted and valued. It means that all messages which are making these feelings stronger are making the person trusting his abilities and encouraging him. (Strömmer 1999, 161)

Positive feedback increases the faith and makes the employee more engaged and ready to take risks. Sometimes negative feedback makes the person struggle more to reach to goal. On the other hand, negative feedback can cause tenderness and other negative effects. Sometimes negative feedback causes fear to get negative feedback again. In the case where the employee do not get any feedback from his job can cause the feeling that the effort is not important. That is why giving and receiving feedback is so important for every employee. Feedback is important part of learning. (Strömmer 1999, 161)

Managers can increase the employees believe to his abilities and development with positive feedback. Because of their higher position, their feedback is more valuable than the feedback from co-workers. Positive feedback motivates the person to face new challenges and new tasks. Motivation depends on many things. If the employee feels that the task is too hard or too easy, it can decrease the motivation level. Other things which can decrease the level of motivation are organizational culture and environment. On the other hand, some people want to do their jobs always well and they are enjoying of new challenges. It means that manager's feedback is not always motivating the person. (Strömmer 1999, 162)

There is also several other things which are effecting to the motivation level. Things which are increasing the level of motivation are for example;

- clear targets
- feedback
- guidance
- work itself
- incentive pay/ salary

Engaging means that the employee feels that he or she is part of the organization and the work is part of his life. There are three things which are identifying if the person is engaged or not. First thing is that how much the employee is ready to do for the company. It means things which are not included to his normal tasks. Second thing is that if the person accepts the company's targets and values, and is he or she ready to try to reach those targets. Third thing is that the person wants to keep his place in the organization. (Strömmer 1999, 162)

People are different and therefore they engage their work different ways. Some people are naturally more engaged than the others. Behind this are many different variables which are affecting to the engagement. These things can be divided to the three groups which are feeling related variables, behavior related variables and knowledge related variables. When looking deeper into feeling related variables, it is possible to notice that the person can feel that the organization is good for him or her, and that is why he or she is ready to work well. The work itself is often increasing the level of

engagement more than for example salary, benefits or management. The length of the working contract increases the level of engagement. When the employee can participate in decision-making and planning, the level of engagement is normally higher than of the employees who do not have the chance to participate. (Strömmer 1999, 163)

The length of the working contract is affecting a lot to the employee's engagement. Short term workers are not as engaged as the long term workers. This can cause problems to the company. When the employees are not engaged to work, it can cause problems with service quality. It is normal that the long term workers are more engaged than the short term workers. (Strömmer 1999, 163)

8 IMPLEMENTATION OF THE RESEARCH

8.1 Research methods and process

The theoretical data is collected from internet, books, articles and guides. I collect information for my empirical part by sending questionnaires via email to the Areva expatriates working in Olkiluoto 3 construction site in October 2013. I also get help from my company contact person XXXX. The respondents sent the questionnaire back to me via email or via company's internal mail.

My survey consists of multiple-choice questions and open questions (see appendix 1). Multiple-choice questions are considering organizational culture and open questions are considering expatriation. I wrote the empirical part of my thesis based on to the answers which I received from survey and to my work experience in the company. Questionnaire was sent to the 83 Areva expatriates from France and Germany. The total number of received answers was 26. The response rate was 31%.

8.1.1 Quantitative and qualitative research

In quantitative research the data or information is collected for example with surveys and audits. It is used for collecting feedback from a larger group of people. The survey can be made via email, phone, paper or online. For example satisfaction surveys are often quantitative research. (Mora 2010)

Data collection in qualitative research happens with interviews, observations, bulletin boards and ethnographic observations. Qualitative research is often used to go deeper in issues and to get very detailed information about the topic. Qualitative research is a bit more flexible than the quantitative research, as it makes possible to go deeper into the topics and it might give different approaches to the problem or topic. (Mora 2010)

The nature of my research was a hybrid, because I used both qualitative and quantitative research methods. Hybrid was the best research method to my survey because I wanted to know what the expatriates are thinking and why. The questionnaire started with quantitative research with multiple choice questions and continued with qualitative research with open questions. Because the Areva's organization is large I wanted to get as many responses as possible that the results would be reliable. Because of the large organization and time limitation, the interviews did not come into account.

8.2 Reliability and validity

Validity means the degree how well the research succeed to measure what it was supposed to measure. For instance, did all the respondents understand the questions correct way or was there a misunderstanding. Validity can be proved by telling the time of the survey and how many persons questionnaire were sent and how many people actually answered to the survey. Reliability means that after data collection two researchers should get the same results and same conclusions of the survey answers. It is also important that the researcher is going through the answers many times and every time he or she gets the same results. (Kivimäki 2011, 24-25)

In my research I have tried to improve and keep the validity high by reviewing the questionnaire many times with my thesis supervisor Petteri Teppola and with my host organization contact person XXXX. The purpose of reviewing was that everyone would understand the questions at the same way. The questionnaire was written in English, which was not the native language for most of the respondents. In my research, I have tried to keep the reliability high by reviewing the answers many times in order to avoid mistakes. The factor which may limit the reliability in my research is the low number of respondents. The questionnaire was sent to the 83 persons and only 26 of them responded, which means that the results might have been different if all of them would have responded.

8.3 Target group

Questionnaire was sent to the 83 expatriates. 40 of them were from Germany and 43 of them were from France. I received 26 responses; 17 from French and 9 from German expatriates. Therefore the percentages per national groups are 40% French and 23% German. It means that the responses from French expatriates are reasonable represented.

From the all 26 respondents 81% (21) were men and 19% (5) were women. 65% (17) of the respondents were from France and 35% (9) of the respondents were from Germany. For the 58% (15) of the respondents the expatriation assignment was first in their life. 42% (11) of the respondents have had one or more expatriation assignment before the OL3 assignment. (Figure 5.)

Figure 5. Background variables

| | Men | Women | France | Germany | Yes | No | Total |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|
| Gender | 81 % | 19 % | | | | | 100 % |
| Nationality | | | 65 % | 35 % | | | 100 % |
| First expatriation assignment | | | | | 58 % | 42 % | 100 % |

I also collected other background information like age, service time in the organization and the family status. In my empirical part I am focusing the differences between French and Germans, differences between genders and differences between

the persons in their first expatriation and experienced expatriates. It is not possible to do comparisons using other back ground variables, because the group of respondents was small and the answers were too divided.

9 RESULTS OF THE SURVEY

9.1 Company culture and atmosphere

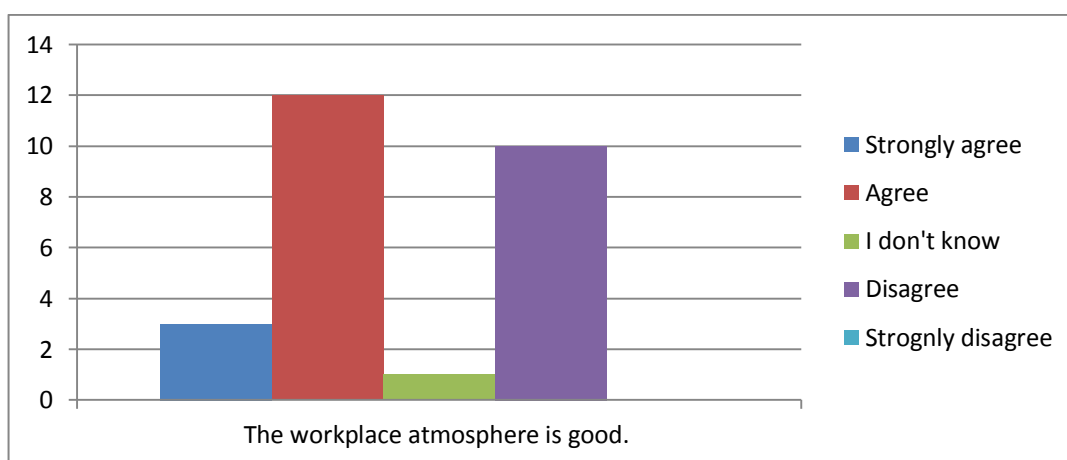


Figure 6. The workplace atmosphere is good.

Question about workplace's atmosphere divided respondents' opinions strongly. 46% (=12) of the respondents agree that the workplace atmosphere is good, while 38% (=10) of the respondents disagree. 12% (=3) of the respondents strongly agree, that the workplace atmosphere is good. One of the respondents does not know is the atmosphere at workplace good. (Figure 6)

Table 1. Workplace atmosphere is good -nationality

| Workplace atmosphere is good. | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 47 % | 78 % |
| Disagree or strongly disagree | 53 % | 11 % |
| Do not know | 0 % | 11 % |
| TOTAL | 100 % | 100 % |

It seems that Germans are more satisfied to the workplace atmosphere than the French. 78% of the Germans agree that the workplace atmosphere is good when 53% of the French disagree with the statement. (Table 1)

Table 2. Workplace atmosphere is good –gender

| Workplace atmosphere is good. | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 57 % | 60 % |
| Disagree or strongly disagree | 38 % | 40 % |
| Do not know | 5 % | 0 % |
| TOTAL | 100 % | 100 % |

Women seem to be more satisfied to the workplace atmosphere than males. 60% of the females are answered that the workplace atmosphere is good. 57% of the men agree with the statement. (Table 2.)

Table 3. Workplace atmosphere is good –expatriation experience

| Workplace atmosphere is good. | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 60 % |
| Disagree or strongly disagree | 40 % | 40 % |
| Do not know | 7 % | 0 % |
| TOTAL | 100 % | 100 % |

According to the respondents answers it seems that the persons who already have experience about expatriation, are more satisfied to the workplace atmosphere than the person in their first expatriation assignment. (Table 3.)

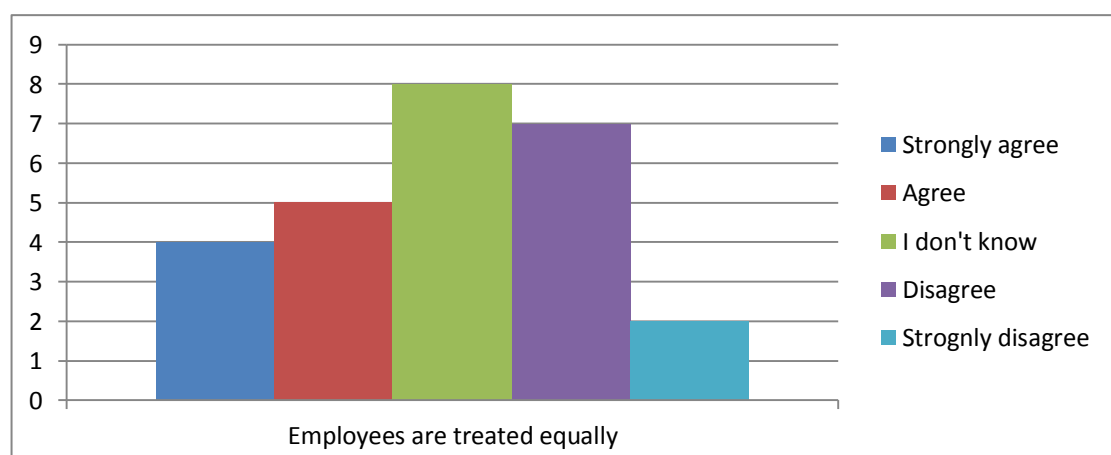


Figure 7. Employees are treated equally

Majority 31% (=8) of the respondents do not know, are the employees treated equally. 27% (=7) of the respondents are thinking that the employees are not treated equally. 8% (=2) of the respondents strongly disagree that the employees are treated equally. 15% of the respondents (=4) strongly agree and 19% (5) of the respondents agree that the employees are treated equally. (Figure 7)

Table 4. Employees are treated equally –nationality

| Employees are treated equally | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 35 % | 22 % |
| Disagree or strongly disagree | 35 % | 45 % |
| Do not know | 30 % | 33 % |
| TOTAL | 100 % | 100 % |

Answers are divided so it is not possible to make clear comparisons and conclusions between French and Germans. Slightly it seems that the Germans are feeling more that the employees are not treated equally than French. (Table 4.)

Table 5. Employees are treated equally -gender

| Employees are treated equally | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 38 % | 60 % |
| Disagree or strongly disagree | 38 % | 20 % |
| Do not know | 24 % | 20 % |
| TOTAL | 100 % | 100 % |

Women seem to agree that the employees are treated equally. The responses from men are divided and it is not possible to do conclusions. (Table 5.)

Table 6. Employees are treated equally –expatriation experience

| Employees are treated equally | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 31 % | 40 % |
| Disagree or strongly disagree | 25 % | 50 % |
| Do not know | 44 % | 10 % |
| TOTAL | 100 % | 100 % |

Opinions are divided so it is not possible to do conclusions and comparisons between the experienced expatriates and the non-experienced expatriates. (Table 6.)

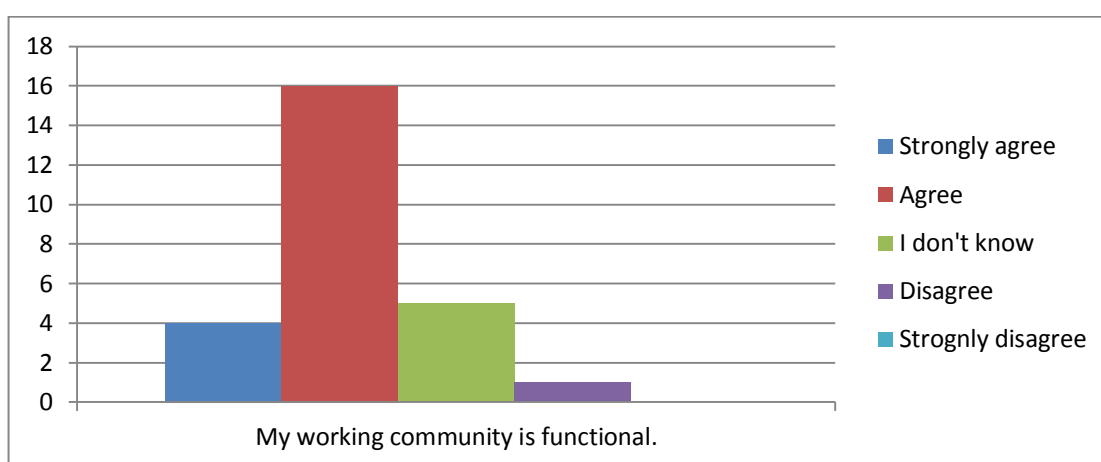


Figure 8. My working community is functional.

Majority 64% (=16) of the all respondents agree that their working community is functional. 16% (=4) of the respondents strongly agree that their working community is functional. 20% (=5) of the respondents do not know is their working community functional and only 4% (=1) of the respondents think that their working community is not functional. (Figure 8)

Table 7. My working community is functional -nationality

| My working community is functional | | |
|------------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 76 % | 77 % |
| Disagree or strongly disagree | 18 % | 0 % |
| Do not know | 6 % | 22 % |
| TOTAL | 100 % | 100 % |

Majority of the both nationalities agree that their working community is functional. 76% of the French expatriates agree and 77% of the German expatriates agree that their working community is functional. (Table 7.)

Table 8. My working community is functional –gender

| My working community is functional | | |
|------------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 80 % | 60 % |
| Disagree or strongly disagree | 10 % | 20 % |
| Do not know | 10 % | 20 % |
| TOTAL | 100 % | 100 % |

Majority of the both genders agree that their work community is functional. 60% of the women and 80% of the men agree with the statement. (Table 8.)

Table 9. My working community is functional –expatriate experience

| My working community is functional | | |
|------------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 73 % | 82 % |
| Disagree or strongly disagree | 7 % | 18 % |
| Do not know | 20 % | 0 % |
| TOTAL | 100 % | 100 % |

Majority of the first time expatriates and experienced expatriates agree that their working community is functional. 82% of the experienced expatriates agree and 73% of the non-experienced expatriates agree that their working community is functional. (Table 9.)

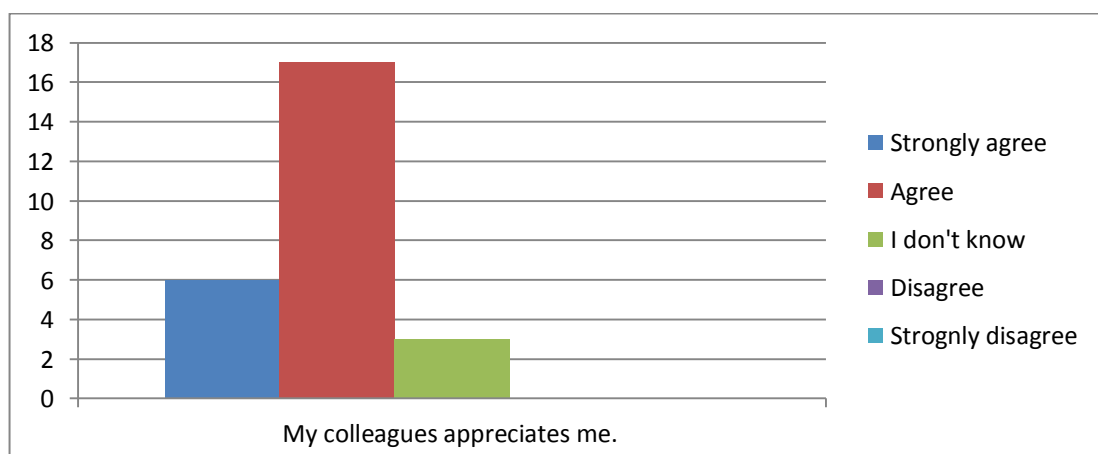


Figure 9. My colleagues appreciates me.

Majority of the respondents agree that their colleagues appreciate them. 23% (=6) of the respondents strongly agree and 65% (=17) agree that they feel appreciated by their colleagues. 12% (=3) of the all respondents does not know, do their colleagues appreciate them. (Figure 9)

Table 10. My colleagues appreciates me –nationality

| My colleagues appreciates me | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 88 % | 89 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 12 % | 11 % |
| TOTAL | 100 % | 100 % |

It seems that the both nationalities; French and Germans agree that their colleagues appreciates them. 88% of the French agree with the statement and 89 % of the Germans agree with the statement. (Table 10.)

Table 11. My colleagues appreciates me –gender

| My colleagues appreciates me | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 86 % | 100 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 14 % | 0 % |
| TOTAL | 100 % | 100 % |

Both men and women agree that their colleagues appreciate them. 100% of them women feel appreciated and 86% of the men feel appreciated. (Table 11.)

Table 12. My colleagues appreciates me –expatriate experience

| My colleagues appreciates me | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 87 % | 90 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 13 % | 10 % |
| TOTAL | 100 % | 100 % |

It seems that there is also no difference between non-experienced and experienced expatriates. 90% of the experienced expatriates and 87% of the non-experienced expatriates feel that they are appreciated by their colleagues. (Table 12)

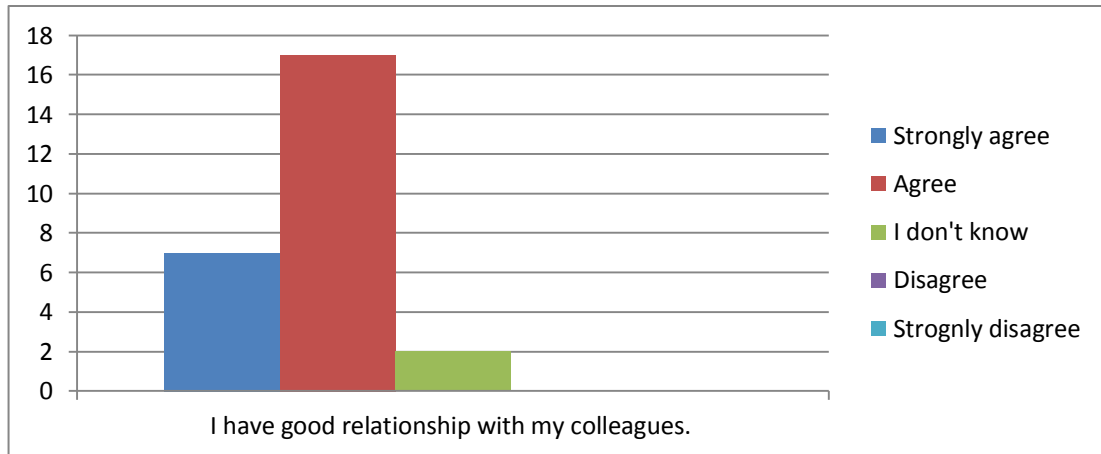


Figure 10. I have good relationship with my colleagues.

Most of the respondents feel that they have a good relationship with their colleagues. 27% (=7) of the all respondents strongly agree and 65% (=17) of all respondents agree that they have a good relationship with their colleagues. 8% (=2) of the respondents do not know do they have a good relationship with their colleagues. (Figure 10) As it is possible to see from the tables below (Table 13, Table 14, Table 15), most of the respondents have a good relationship with their colleagues. It is not possible to do comparisons by using background variables.

Table 13. I have a good relationship with my colleagues –nationality

| I have good relationship with my colleagues | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 88 % | 100 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 12 % | 0 % |
| TOTAL | 100 % | 100 % |

Table 14. I have a good relationship with my colleagues –gender

| I have good relationship with my colleagues | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 95 % | 80 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 5 % | 20 % |
| TOTAL | 100 % | 100 % |

Table 15. I have a good relationship with my colleagues –expatriate experience

| I have good relationship with my colleagues | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 86 % | 100 % |
| Disagree or strongly disagree | 0 % | 0 % |
| Do not know | 14 % | 0 % |
| TOTAL | 100 % | 100 % |

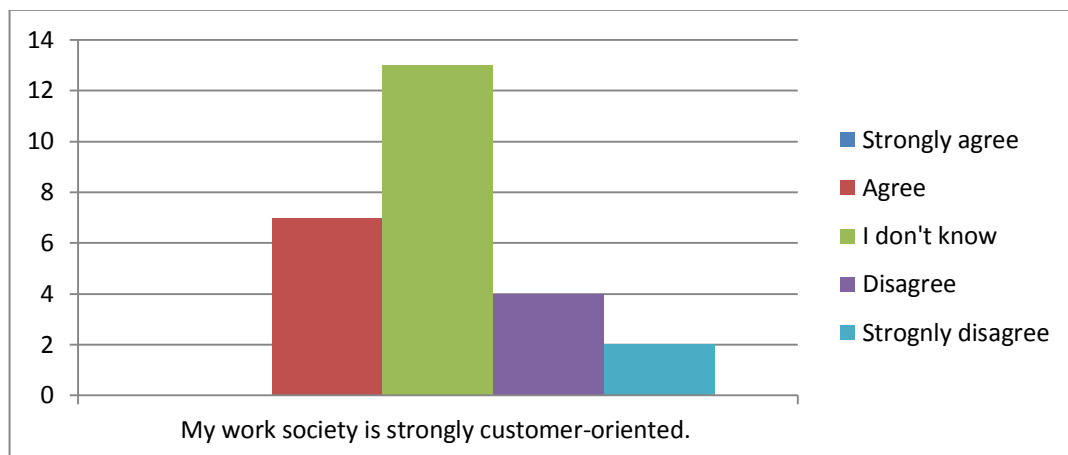


Figure 11. My work society is strongly customer-oriented.

Majority 50% (=13) of the respondents do not know is the work society strongly customer-oriented or not. 26% (=7) of the respondents think that the work society is customer-oriented. 16% (=4) of the respondents disagree and 8% (=2) of the respondents strongly disagree with the statement. (Figure 11)

Table 16. My work society is strongly customer-oriented –nationality

| My work society is strongly customer-oriented | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 29 % | 33 % |
| Disagree or strongly disagree | 29 % | 22 % |
| Do not know | 42 % | 45 % |
| TOTAL | 100 % | 100 % |

As it is possible to see from table 16, the answers are divided and it is difficult to do comparisons between this two nationalities. (Table 16.)

Table 17. My work society is strongly customer-oriented –gender

| My work society is strongly customer-oriented | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 33 % | 40 % |
| Disagree or strongly disagree | 24 % | 20 % |
| Do not know | 43 % | 40 % |
| TOTAL | 100 % | 100 % |

The answer from men and women are divided so it is not possible to do comparisons. (Table 17)

Table 18. My work society is strongly customer-oriented –expatriate experience

| My work society is strongly customer-oriented | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 13 % | 46 % |
| Disagree or strongly disagree | 20 % | 27 % |
| Do not know | 67 % | 27 % |
| TOTAL | 100 % | 100 % |

It seems that persons who already have previous experience about expatriation are feeling that their work society is more customer-oriented than the persons in their first expatriation assignment. (Table 18.)

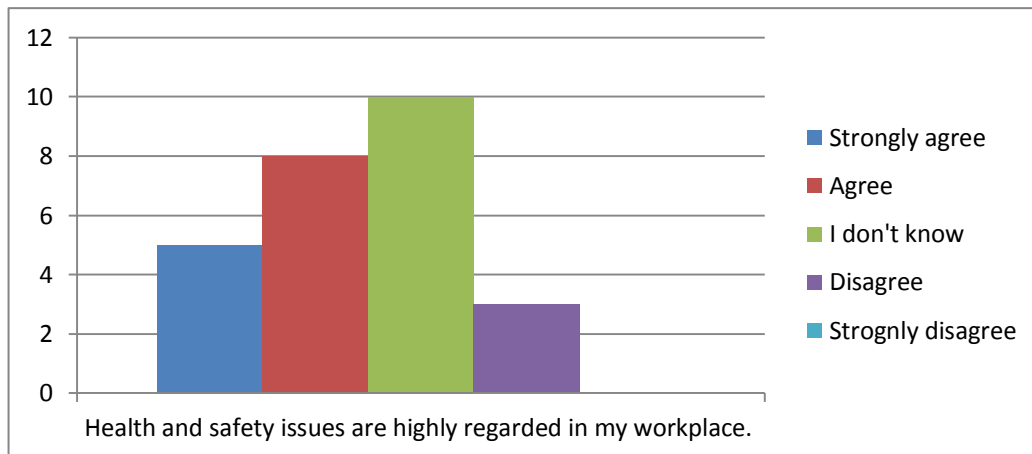


Figure 12. Health and safety issues are highly regarded in my workplace.

Majority of the respondents do not know or agrees that the health and safety issues are highly regarded in their workplace. 19% (=5) of the all respondents strongly agree and 31% (=8) of the all respondents agree that the health and safety issues are highly regarded in their workplace. 38% (=10) of the respondents do not know are the health and safety issues highly regarded in their workplace. 12% (=3) of the respondents disagree with the statement. (Figure 12)

As it is possible to see from tables 19, 20 and 21, majority of the all respondents think that the health and safety issues are highly regarded in their workplace. Therefore it is not possible to do comparisons using the background variables.

Table 19. HSE issues are highly regarded in my workplace -nationality

| HSE issues are highly regarded in my workplace | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 47 % | 67 % |
| Disagree or strongly disagree | 18 % | 0 % |
| Do not know | 35 % | 33 % |
| TOTAL | 100 % | 100 % |

Table 20. HSE issues are highly regarded in my workplace –gender

| HSE issues are highly regarded in my workplace | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 57 % | 40 % |
| Disagree or strongly disagree | 10 % | 20 % |
| Do not know | 33 % | 40 % |
| TOTAL | 100 % | 100 % |

Table 21. HSE issues are highly regarded in my workplace –expatriate experience

| HSE issues are highly regarded in my workplace | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 60 % | 46 % |
| Disagree or strongly disagree | 0 % | 27 % |
| Do not know | 40 % | 27 % |
| TOTAL | 100 % | 100 % |

9.2 Management and rewarding

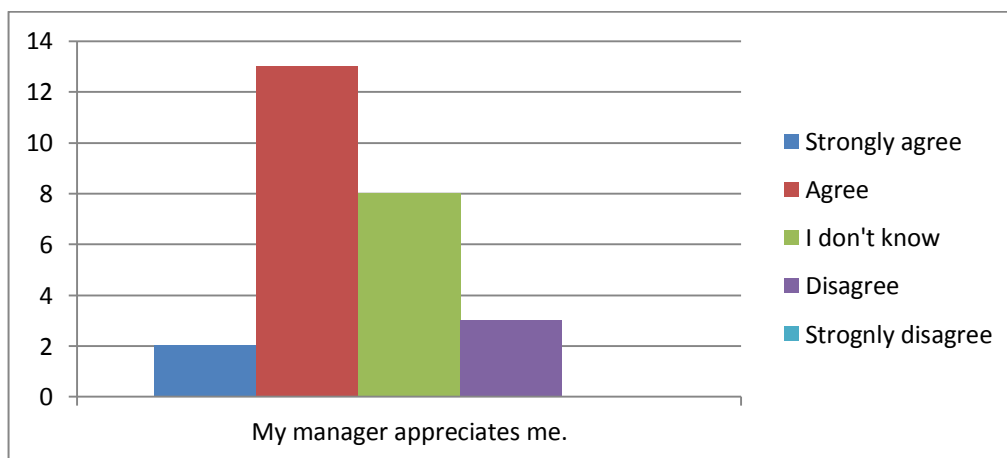


Figure 13. My manager appreciates me.

8% (=2) of the all respondents strongly agree and 50% (=13) of the all respondents agree that their manager appreciates them. 31% (=8) of the respondents do not know does their manager appreciate them and 11% (=3) of the respondents disagree with the statement. (Figure 13)

Table 22. My manager appreciates me –nationality

| My manager appreciates me | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 41 % | 78 % |
| Disagree or strongly disagree | 18 % | 0 % |
| Do not know | 41 % | 22 % |
| TOTAL | 100 % | 100 % |

Majority of the both nationalities agree that their manager appreciates them. 41% of the French expatriates and 78% of the German expatriates agree that their manager appreciates them. (Table 22.)

Table 23. My manager appreciates me –gender

| My manager appreciates me | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 55 % | 50 % |
| Disagree or strongly disagree | 10 % | 17 % |
| Do not know | 35 % | 33 % |
| TOTAL | 100 % | 100 % |

55% of the men and 50% of the women respondents agree that their manager appreciates them. The figures between men and women are similar. (Table 23.)

Table 24. My manager appreciates me –expatriation experience

| My manager appreciates me | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 60 % | 55 % |
| Disagree or strongly disagree | 0 % | 18 % |
| Do not know | 40 % | 27 % |
| TOTAL | 100 % | 100 % |

It seems that the non-experienced expatriates are a bit more satisfied than the experienced ones to the fact that do their manager appreciate them. 60% of the on-experienced expatriates and 55% of the experienced expatriates agree with the statement. (Table 24.)

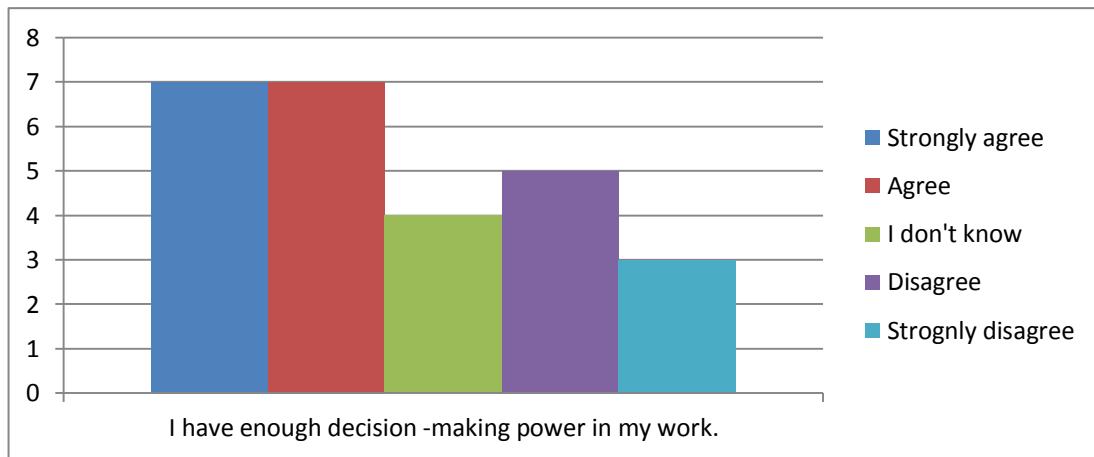


Figure 14. I have enough decision –making power in my work.

Most of the respondents agree that they have enough decision–making power in their work. 26% (=7) of the respondents strongly agree and 26% (=7) of the respondents agree that they have enough decision–making power in their work. 16% (=4) of the respondents do not know do they have enough decision–making power in their work. 20% (=5) disagrees and 12% (=3) strongly disagree with the statement. (Figure 14)

Table 25. I have enough decision-making power in my work -nationality

| I have enough decision -making power in my work | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 41 % | 78 % |
| Disagree or strongly disagree | 41 % | 11 % |
| Do not know | 18 % | 11 % |
| TOTAL | 100 % | 100 % |

78% of the Germans agree that they have enough decision-making power in their work. Only 41% of the French respondents agree with the statement. It seems that the Germans are more satisfied to the level of decision-making power which they have than the French. (Table 25.)

Table 26. I have enough decision-making power in my work –gender

| I have enough decision -making power in my work | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 52 % | 60 % |
| Disagree or strongly disagree | 29 % | 40 % |
| Do not know | 19 % | 0 % |
| TOTAL | 100 % | 100 % |

60% of the women and 52% of the men agree that they have enough decision-making power in their work. The difference between genders is narrow. (Table 26.)

Table 27. I have enough decision-making power in my work –expatriate experience

| I have enough decision -making power in my work | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 55 % |
| Disagree or strongly disagree | 33 % | 27 % |
| Do not know | 13 % | 18 % |
| TOTAL | 100 % | 100 % |

The responses are divided that it is not possible to do comparisons between non-experienced expatriates and experienced expatriates. (Table 27.)

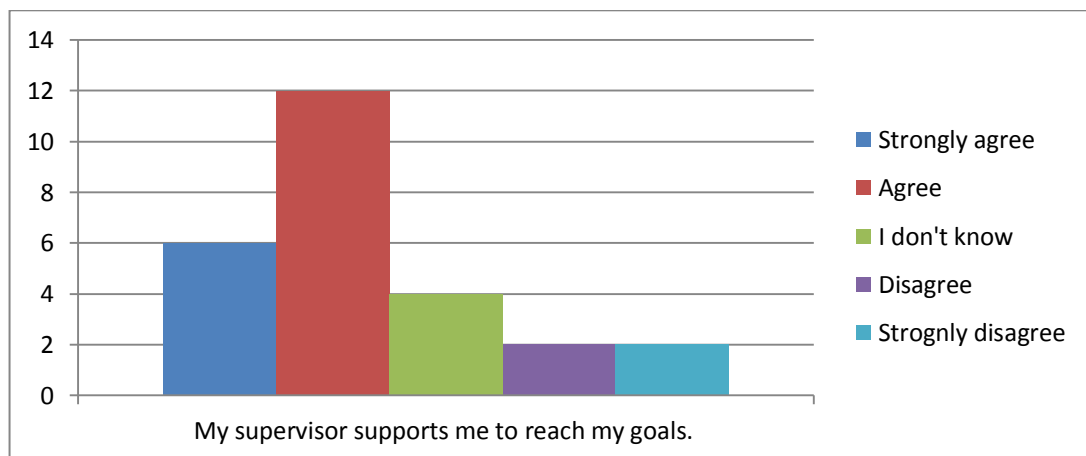


Figure 15. My supervisor supports me to reach my goals.

Majority of the all respondents agree that their supervisor supports them to reach their goals. 23% (=6) of the all respondents strongly agree and 46% (=12) of the all respondents agree that their manager supports them to reach their goals. 15% (=4) do not know does their supervisor support them to reach their goals. 8% (=2) of the respondents disagree and 8% (=2) of the respondents strongly disagree with the statement. (Figure 15)

Table 28. My supervisor supports me to reach my goals –nationality

| My supervisor supports me to reach my goals | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 71 % | 67 % |
| Disagree or strongly disagree | 18 % | 11 % |
| Do not know | 12 % | 22 % |
| TOTAL | 100 % | 100 % |

Majority of the both nationalities agree that their supervisor supports them to reach their goals. 71% of the French and 67% of the German agree with the statement. (Table 28.)

Table 29. My supervisor supports me to reach my goals –gender

| My supervisor supports me to reach my goals | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 67 % | 80 % |
| Disagree or strongly disagree | 14 % | 20 % |
| Do not know | 19 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women and 67% of the men agree that their supervisor supports them to reach their goals. The difference between genders is narrow. (Table 29.)

Table 30. My supervisor supports me to reach my goals –expatriate experience

| My supervisor supports me to reach my goals | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 67 % | 73 % |
| Disagree or strongly disagree | 13 % | 18 % |
| Do not know | 20 % | 9 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 67% of the non-experienced expatriates agree that their supervisor supports them to reach their goals. The difference between experienced and non-experienced expatriates is not big. (Table 30.)

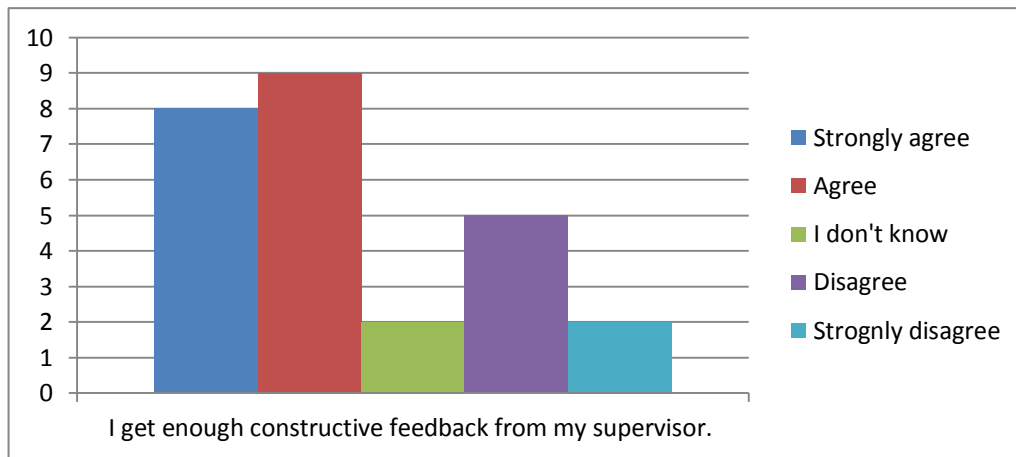


Figure 16. I get enough constructive feedback from my supervisor.

Majority of the all respondents feels that they receive enough feedback from their manager. 30% (=8) of the all respondents strongly agree and 34% (=9) of the respondents agree that they get enough constructive feedback from their supervisor. 8% (=2) of the respondents do not know, do they get enough constructive feedback from their supervisor. 20% (=5) of the respondents disagree and 8% (=2) of respondents strongly disagree with the statement. (Figure 16)

Table 31. I get enough constructive feedback from my manager -nationality

| I get enough constructive feedback from my manager | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 78 % |
| Disagree or strongly disagree | 29 % | 22 % |
| Do not know | 12 % | 0 % |
| TOTAL | 100 % | 100 % |

Majority of the French and German respondents are thinking that they get enough constructive feedback from their manager. 59% of the French and 78% of the French agree with the statement. (Table 31.)

Table 32. I get enough constructive feedback from my manager –gender

| I get enough constructive feedback from my manager | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 71 % | 40 % |
| Disagree or strongly disagree | 24 % | 40 % |
| Do not know | 5 % | 20 % |
| TOTAL | 100 % | 100 % |

It seems that the men are more satisfied to the amount of feedback than women. 71% of the men agree with the statement and 40% of the women agree with the statement. (Table 32.)

Table 33. I get enough constructive feedback from my manager –expatriate experience

| I get enough constructive feedback from my manager | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 60 % | 73 % |
| Disagree or strongly disagree | 27 % | 27 % |
| Do not know | 13 % | 0 % |
| TOTAL | 100 % | 100 % |

60% of the non-experienced expatriates and 73% of the experienced expatriates agree that they receive enough feedback from their manager. Difference is narrow so it is not possible to do conclusions. (Table 33.)



Figure 17. My department manager treats all team members equally.

Majority of the all respondents agree that their department manager is treating all team members equally. 23% (=6) of the all respondents strongly agree and 38% (=10) of the all respondents agree that their department manager treats all team members equally. 12% (=3) of the respondents do not know does their department manager treat all their team members equally. 23% (=6) of the respondents disagree and 4% (=1) of the respondents strongly disagree with the statement. (Figure 17)

Table 34. My dpt manager treats all team members equally –nationality

| My department manager treats all team member equally | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 53 % | 78 % |
| Disagree or strongly disagree | 35 % | 11 % |
| Do not know | 12 % | 11 % |
| TOTAL | 100 % | 100 % |

Majority of the French and Germans agree that their manager is treating all his or her team members equally. 53% of the French and 78% of the Germans agree with the statement. German expatriates seem to be more satisfied than French expatriates. (Table 34.)

Table 35. My dpt manager treats all team members equally -gender

| My department manager treats all team member equally | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 57 % | 80 % |
| Disagree or strongly disagree | 29 % | 20 % |
| Do not know | 14 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women agree think that their department manager treats all the team members equally. 57% of the men agree with the statement. It seems that women are more satisfied than men to the equal treatment. (Table 35.)

Table 36. My dpt manager treats all team members equally –expatriate experience

| My department manager treats all team member equally | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 67 % | 55 % |
| Disagree or strongly disagree | 20 % | 36 % |
| Do not know | 13 % | 9 % |
| TOTAL | 100 % | 100 % |

67% of the non-experienced expatriates agree that their manager is treating employees equally. 55% of the experienced expatriates agree with the statement. The difference is narrow, but it seems that the non-experienced expatriates are more satisfied than experienced ones. (Table 36.)

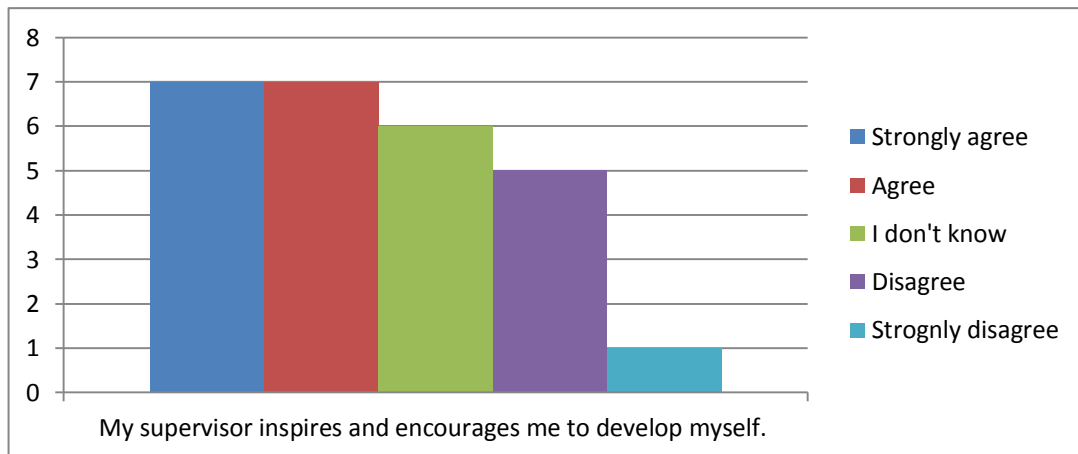


Figure 18. My supervisor inspires and encourages me to develop myself.

As it is possible to see from diagram (figure 20.), the answers have divided quite balanced for the all options. 26% (=7) of the all respondents strongly agree and same amount of respondents agree that their supervisor inspires and encourages them to develop themselves. 23% (=6) of the respondents do not know does their manager inspire and encourage them to develop themselves. 19% (=5) of the respondents disagree and 4% (=1) of the respondents strongly disagree with the statement. (Figure 18)

Table 37. My supervisor inspires and encourages me to develop myself –nationality

| My supervisor inspires and encourages me to develop myself | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 47 % | 67 % |
| Disagree or strongly disagree | 24 % | 22 % |
| Do not know | 29 % | 11 % |
| TOTAL | 100 % | 100 % |

67% of the Germans and 47% of the French respondents agree that their supervisor inspires and encourages them to develop. Germans seems to be more satisfied than French expatriates. (Table 37.)

Table 38. My supervisor inspires and encourages me to develop myself –gender

| My supervisor inspires and encourages me to develop myself | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 52 % | 60 % |
| Disagree or strongly disagree | 19 % | 40 % |
| Do not know | 29 % | 0 % |
| TOTAL | 100 % | 100 % |

60% of the women agree that their supervisor inspires them to develop themselves. 52% of the men agree with the statement. Generally both genders are satisfied. (Table 38.)

Table 39. My supervisor inspires and encourages me to develop myself –expatriate experience

| My supervisor inspires and encourages me to develop myself | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 33 % | 82 % |
| Disagree or strongly disagree | 27 % | 18 % |
| Do not know | 40 % | 0 % |
| TOTAL | 100 % | 100 % |

82% of the experienced expatriates agree that their supervisor inspires them to develop. Only 33% of the non-experienced expatriates agree with the statement. The difference between non-experienced and experienced expatriates is large. Experienced expatriates are more satisfied than the non-experienced expatriates. (Table 39.)

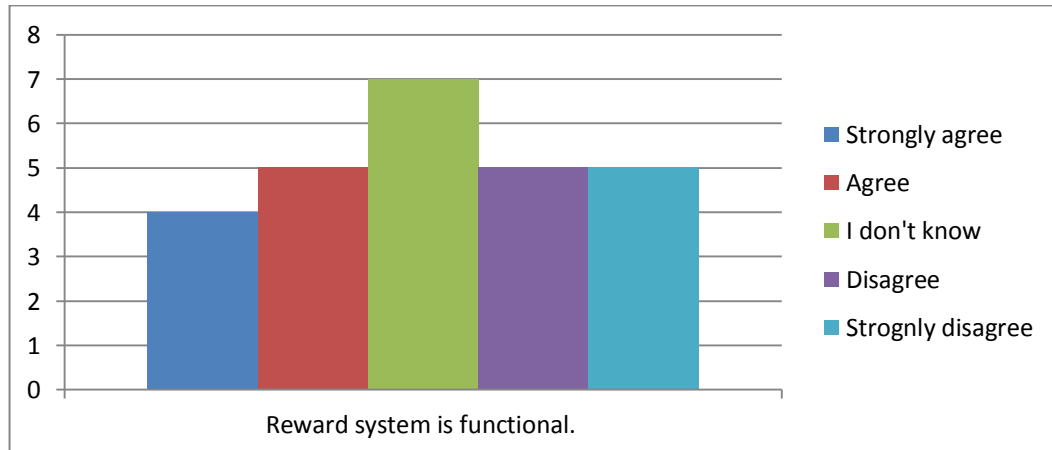


Figure 19. Reward system is functional.

As it is possible to see from diagram (figure 21.), the answers have divided quite balanced for the all options. Majority of the respondents answered: “I do not know.” 16% (=4) of the respondents strongly agree and 19% (=5) of the respondent agree that the reward system is functional. 27% (=7) of the respondents do not know is the reward system functional. 19% (=5) of the respondents disagree and 19% (=5) strongly disagree with the statement. (Figure 19)

Table 40. Reward system is functional –nationality

| Reward system is functional | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 12 % | 78 % |
| Disagree or strongly disagree | 47 % | 22 % |
| Do not know | 41 % | 0 % |
| TOTAL | 100 % | 100 % |

78% of the German respondents agree that the reward system is functional. Only 12% of the French respondents agree with the statement. The difference between Germans and French is large and it seems that the Germans are more satisfied to the compensation system than French. (Table 40.)

Table 41. Reward system is functional –gender

| Reward system is functional | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 29 % | 60 % |
| Disagree or strongly disagree | 43 % | 20 % |
| Do not know | 29 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and only 29% of the men agree that the reward system is functional. Generally it seems that the women are more satisfied to their salaries than men. (Table 41.)

Table 42. Reward system is functional –expatriate experience

| Reward system is functional | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 33 % | 36 % |
| Disagree or strongly disagree | 40 % | 36 % |
| Do not know | 27 % | 27 % |
| TOTAL | 100 % | 100 % |

36% of the experienced expatriates and 33% of the non-experienced expatriates agree that the reward system is functional. The difference is narrow so it seems that the level of expatriation experience does not effect to the level of satisfaction to the salary. (Table 42.)

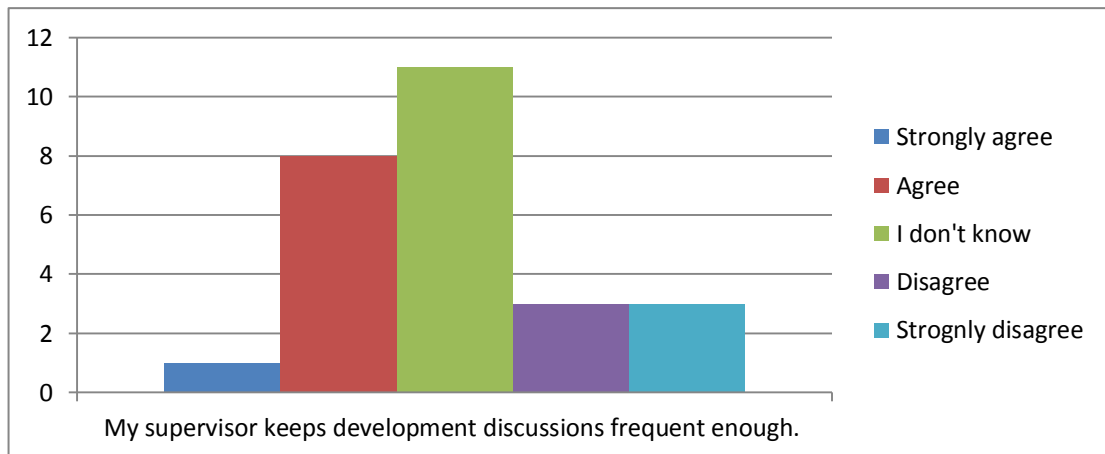


Figure 20. My supervisor keeps development discussions frequent enough.

Majority of the respondents do not know or agree that their supervisor is keeping development discussions frequent enough. 4% (=1) of the respondents strongly agree and 30% (=8) of the respondents agree that their supervisor is keeping development discussions frequent enough. 42% (=11) of the respondents do not know are they having development discussions frequent enough. 12% (=3) of the respondents disagree and 12% (=3) of the respondents strongly disagree with the statement. (Figure 20)

Table 43. My supervisor keeps development discussions frequent enough – nationality

| My supervisor keeps development discussions frequent enough | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 29 % | 44 % |
| Disagree or strongly disagree | 29 % | 11 % |
| Do not know | 41 % | 44 % |
| TOTAL | 100 % | 100 % |

44% of the German respondents think that their supervisor keeps development discussions frequent enough. Only 29% of the French expatriates agree with the statement. It seems that the Germans are more satisfied to the frequency of development discussions than French expatriates. (Table 43.)

Table 44. My supervisor keeps development discussions frequent enough –gender

| My supervisor keeps development discussions frequent enough | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 43 % | 0 % |
| Disagree or strongly disagree | 24 % | 20 % |
| Do not know | 33 % | 80 % |
| TOTAL | 100 % | 100 % |

43% of the men are satisfied to the frequency of development discussions. 0% of the women are satisfied with the frequency of development discussions. It seems that the men are much more satisfied than women. (Table 44.)

Table 45. My supervisor keeps development discussions frequent enough –expatriate experience

| My supervisor keeps development discussions frequent enough | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 33 % | 36 % |
| Disagree or strongly disagree | 20 % | 27 % |
| Do not know | 47 % | 36 % |
| TOTAL | 100 % | 100 % |

33% of the non-experienced expatriates and 36% of the experienced expatriates agree with the statement. It seems that the expatriation experience does not affect to the level of satisfaction to the frequency of development discussions. (Table 45.)

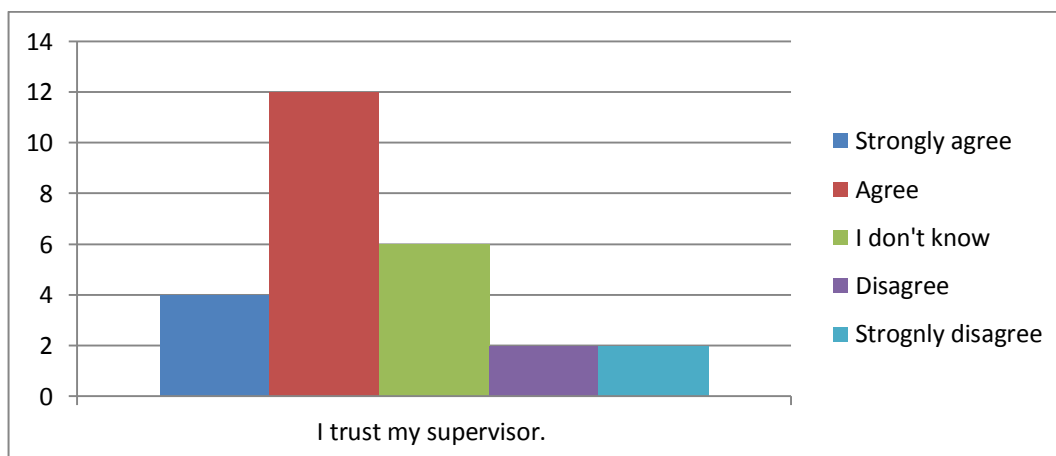


Figure 21. I trust my supervisor.

15% (=4) of the respondents strongly agree and 46% (=12) of the respondents agree with the statement that they trust their supervisor. 23% (=6) of the respondents do

not know do they trust their supervisor. 8% (=2) of the respondents disagree and same amount of respondents strongly disagree with the statement. (Figure 21)

Table 46. I trust my supervisor –nationality

| I trust my supervisor | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 67 % |
| Disagree or strongly disagree | 18 % | 11 % |
| Do not know | 24 % | 22 % |
| TOTAL | 100 % | 100 % |

Majority of the French 59% and German 67% trusts to their supervisor. (Table 46.)

Table 47. I trust my supervisor –gender

| I trust my supervisor | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 62 % | 60 % |
| Disagree or strongly disagree | 14 % | 20 % |
| Do not know | 24 % | 20 % |
| TOTAL | 100 % | 100 % |

Majority of the men 62% and women 60% trusts to their supervisor. (Table 47.)

Table 48. I trust my supervisor –expatriation experience

| I trust my supervisor | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 73 % |
| Disagree or strongly disagree | 13 % | 18 % |
| Do not know | 33 % | 9 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 53% of the non-experienced expatriates trusts to their supervisor. The difference between experienced and non-experienced expatriates is not large, but it seems that the experienced expatriates trust more to their manager. (Table 48.)

9.3 Work contents and work environment

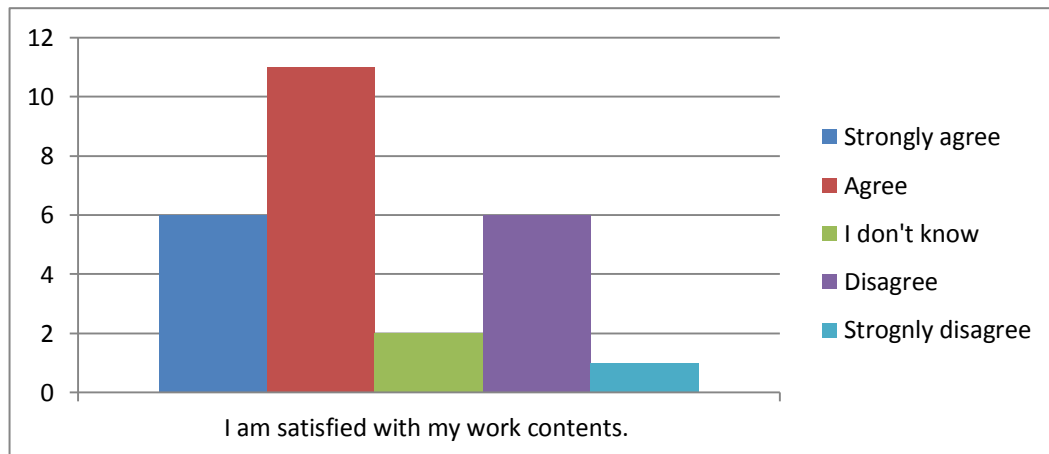


Figure 22. I am satisfied with my work contents.

Majority of the respondents are satisfied with their work contents. 23% (=6) of the respondents strongly agree and 42% (=11) of the respondents agree with the statement. 8% (=2) of the respondents answered: “I do not know.” 23% (=6) of the respondents are not satisfied with their work contents and 4% (=1) of the respondents is not at all satisfied with their work contents. (Figure 22)

Table 49. I am satisfied with my work contents -nationality

| I am satisfied with my work contents | | |
|--------------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 53 % | 89 % |
| Disagree or strongly disagree | 35 % | 11 % |
| Do not know | 12 % | 0 % |
| TOTAL | 100 % | 100 % |

89% of the Germans and 53% of the French are satisfied with their work contents. It seems that the Germans are more satisfied to their work contents than the French expatriates. (Table 49.)

Table 50. I am satisfied with my work contents –gender

| I am satisfied with my work contents | | |
|--------------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 71 % | 40 % |
| Disagree or strongly disagree | 19 % | 60 % |
| Do not know | 10 % | 0 % |
| TOTAL | 100 % | 100 % |

40% of the women and 71% of the men are satisfied to their work contents. Generally it seems that men are more satisfied with their work contents than women. (Table 50.)

Table 51. I am satisfied with my work contents –expatriate experience

| I am satisfied with my work contents | | |
|--------------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 67 % | 64 % |
| Disagree or strongly disagree | 27 % | 27 % |
| Do not know | 7 % | 9 % |
| TOTAL | 100 % | 100 % |

64% of the experienced expatriates and 67% of the non-experienced expatriates are satisfied with their work contents. It seems that the expatriation experience does not affect to the satisfaction of work contents. (Table 51)

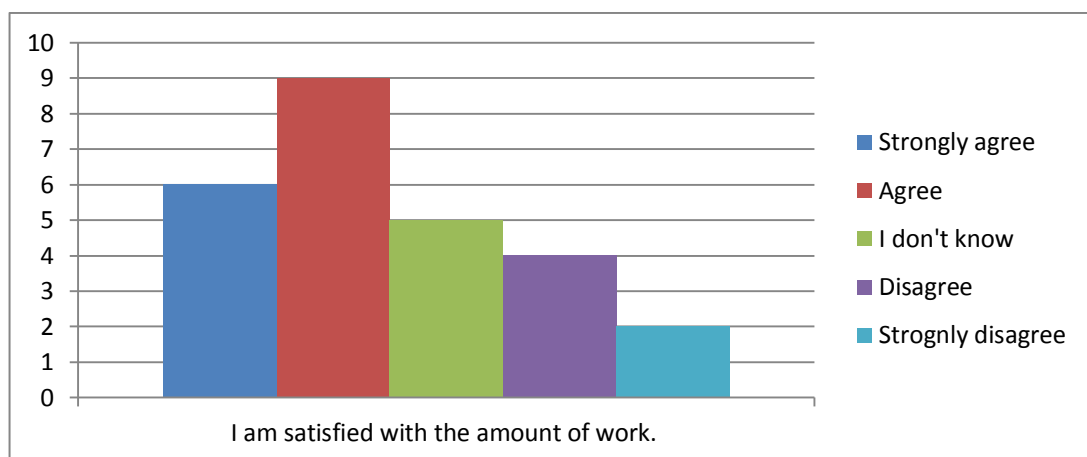


Figure 23. I am satisfied with the amount of work.

23% (=6) of the respondents strongly agree and 35% (=9) of the respondents agree that they are satisfied with the amount of work. 19% (=5) of the respondents do not know are they satisfied with the amount of work. 15% (=4) of the respondents is not happy with the amount of work and 8% (=2) of the respondents is not at all satisfied with the amount of work. (Figure 23)

Table 52. I am satisfied with the amount of work –nationality

| I am satisfied with the amount of work | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 47 % | 78 % |
| Disagree or strongly disagree | 24 % | 22 % |
| Do not know | 29 % | 0 % |
| TOTAL | 100 % | 100 % |

78% of the German respondents and 47% of the French respondents are satisfied with the amount of their work. Germans are more satisfied with the amount of work than French. (Table 52.)

Table 53. I am satisfied with the amount of work –gender

| I am satisfied with the amount of work | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 52 % | 80 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 19 % | 20 % |
| TOTAL | 100 % | 100 % |

80% of the women and 52% of the men are satisfied with the amount of work. Women seem to be more satisfied with the amount of work than men. (Table 53.)

Table 54. I am satisfied with the amount of work –expatriation experience

| I am satisfied with the amount of work | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 47 % | 73 % |
| Disagree or strongly disagree | 33 % | 9 % |
| Do not know | 20 % | 18 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 47% of the non-experienced expatriates are satisfied with the amount of work. The experienced expatriates are more satisfied than the non-experienced ones. (Table 54.)

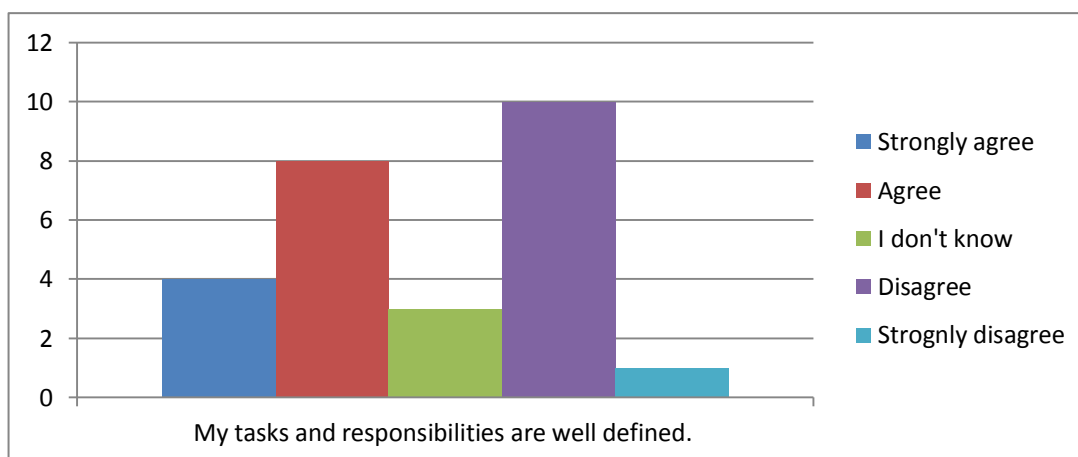


Figure 24. My tasks and responsibilities are well defined.

Majority of the respondents feels that their tasks and responsibilities are not well defined. 15% (=4) of the respondents strongly agree and 31% (=8) of the respondents agree that their responsibilities and tasks are well defined. 12% (=3) of the respondents do not know are their tasks and responsibilities well defined. 38% (=10) of the respondents disagree and 4% (=1) of the all respondents strongly disagree with the statement. (Figure 24)

Table 55. My tasks and responsibilities are well defined –nationality

| My tasks and responsibilities are well defined | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 29 % | 78 % |
| Disagree or strongly disagree | 59 % | 11 % |
| Do not know | 12 % | 11 % |
| TOTAL | 100 % | 100 % |

78% of the Germans and 29% of the French agree that their tasks and responsibilities are well defined. It seems that the Germans are much more satisfied to the defining tasks than French. (Table 55.)

Table 56. My tasks and responsibilities are well defined –gender

| My tasks and responsibilities are well defined | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 38 % | 80 % |
| Disagree or strongly disagree | 48 % | 20 % |
| Do not know | 14 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women and 38% of the men agree that their tasks and responsibilities are well defined. Women seem to be more satisfied than men. (Table 56.)

Table 57. My tasks and responsibilities are well defined –expatriation experience

| My tasks and responsibilities are well defined | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 40 % | 55 % |
| Disagree or strongly disagree | 53 % | 27 % |
| Do not know | 7 % | 18 % |
| TOTAL | 100 % | 100 % |

55% of the experienced expatriates and 40% of the non-experienced expatriates agree that their tasks and responsibilities are well defined. The difference between non-experienced and experienced expatriates is not large. (Table 57.)

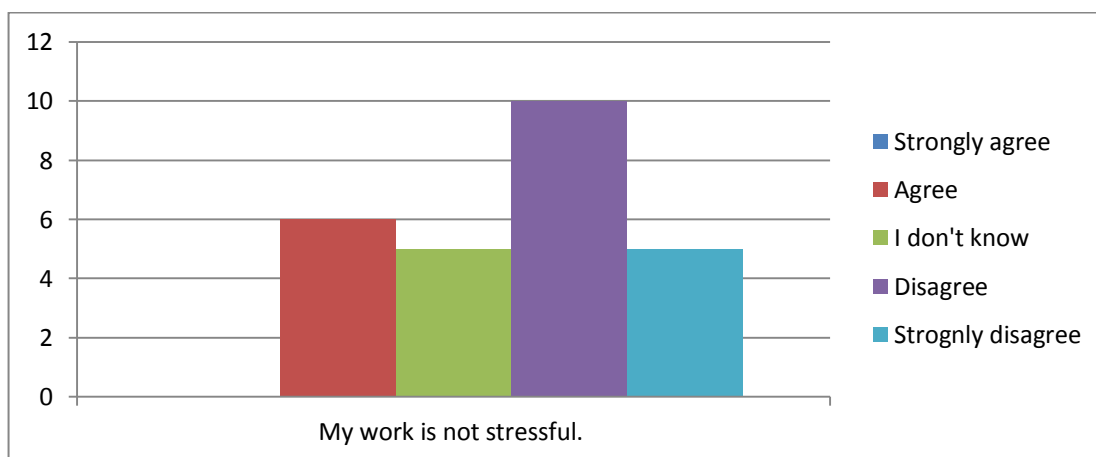


Figure 25. My work is not stressful.

Majority of the respondents thinks that their work is stressful. 22% (=6) of the respondents agree with the statement that their work is not stressful. 20% (=5) of the respondents do not know is their work stressful. 38% (=10) of the all respondents disagree and 20% (=5) of the respondents strongly disagree with the statement. (Figure 25)

Table 58. My work is not stressful –nationality

| My work is not stressful | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 6 % | 56 % |
| Disagree or strongly disagree | 71 % | 33 % |
| Do not know | 24 % | 11 % |
| TOTAL | 100 % | 100 % |

56% of the Germans and 6% of the French agree that their work is not stressful. The difference between nationalities is large, and it seems that the Germans are thinking that their work is not stressful. Majority of the French think that their work is stressful. (Table 58.)

Table 59. My work is not stressful –gender

| My work is not stressful | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 19 % | 40 % |
| Disagree or strongly disagree | 62 % | 40 % |
| Do not know | 19 % | 20 % |
| TOTAL | 100 % | 100 % |

40% of the women and 19% of the men agree that their work is not stressful. Majority of men thinks that their work is stressful. (Table 59.)

Table 60. My work is not stressful –expatriation experience

| My work is not stressful | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 13 % | 36 % |
| Disagree or strongly disagree | 67 % | 45 % |
| Do not know | 20 % | 18 % |
| TOTAL | 100 % | 100 % |

Majority of the experienced and non-experienced expatriates think that their work is stressful. 67% of the non-experienced expatriates and 45% of the experienced expatriates think that their work is stressful. It seems that the non-experienced expatriates feel more stressed than the experienced ones. (Table 60.)

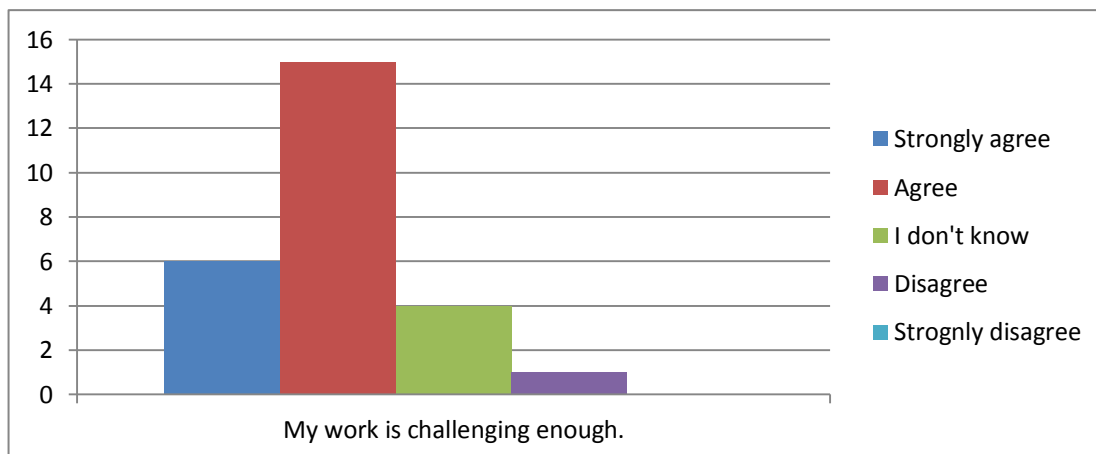


Figure 26. My work is challenging enough.

Majority of the respondents think that their work is challenging enough. 23% (=6) of the respondents strongly agree and 58% (=15) of the respondents agree that their work is enough challenging. 15% (=4) of the respondents do not know is their work challenging enough. 4% (=1) of the respondents thinks that their work is not challenging enough. (Figure 26)

Table 61. My work is challenging enough –nationality

| My work is challenging enough | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 82 % | 78 % |
| Disagree or strongly disagree | 0 % | 11 % |
| Do not know | 18 % | 11 % |
| TOTAL | 100 % | 100 % |

78% of the Germans and 82% of the French agree that their work is challenging enough. The difference between nationalities is not large (Table 61.)

Table 62. My work is challenging enough –gender

| My work is challenging enough | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 81 % | 80 % |
| Disagree or strongly disagree | 5 % | 0 % |
| Do not know | 14 % | 20 % |
| TOTAL | 100 % | 100 % |

Majority of the both genders agree that their work is challenging enough. (Table 62.)

Table 63. My work is challenging enough –expatriation experience

| My work is challenging enough | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 73 % | 91 % |
| Disagree or strongly disagree | 7 % | 0 % |
| Do not know | 20 % | 9 % |
| TOTAL | 100 % | 100 % |

91% of the experienced expatriates and 73% of the non-experienced expatriates agree that their work is challenging enough. The difference between French and Germans is not significant. (Table 63.)

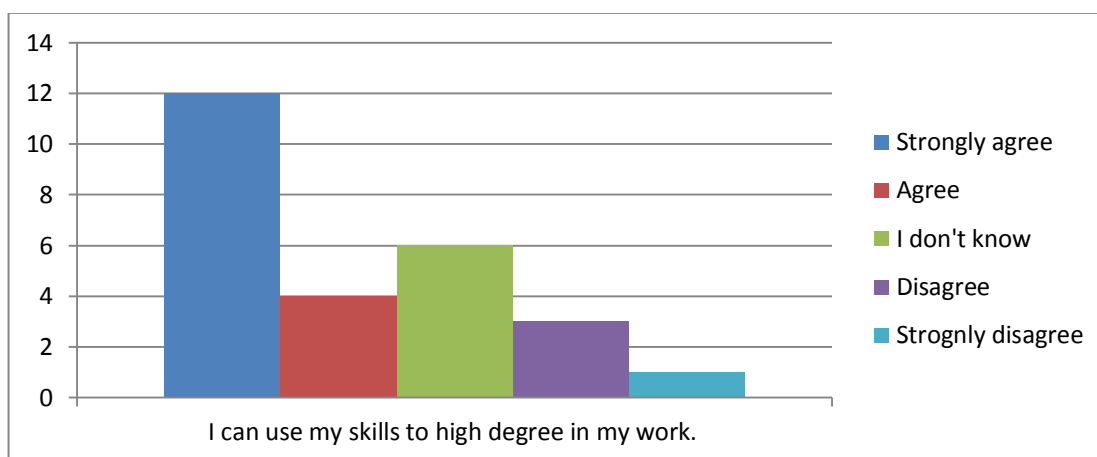


Figure 27. I can use my skills to high degree in my work.

Most of the respondents feel that they can use their skills to high degree in their work. 46% (=12) of the respondents strongly agree and 15% (=4) of the respondents agree that they can use their skills to high degree in their work. 23% (=6) of the respondents do not know can they use their skills to high degree in their work. 12% (=3) of the respondents disagree and 4% (=1) of the respondents strongly disagree with the statement. (Figure 27)

Table 64. I can use my skills to high degree in my work –nationality

| I can use my skills to high degree in my work | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 47 % | 89 % |
| Disagree or strongly disagree | 24 % | 0 % |
| Do not know | 29 % | 11 % |
| TOTAL | 100 % | 100 % |

89% of the German and 47% of the French respondents agree that they can use their skills to high degree in their work. It seems that the Germans feel that they can use their skills in their work more than the French respondents. (Table 64.)

Table 65. I can use my skills to high degree in my work -gender

| I can use my skills to high degree in my work | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 62 % | 60 % |
| Disagree or strongly disagree | 14 % | 20 % |
| Do not know | 24 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and 62% of the men agree that they can use their skills to high degree in their work. There is no big difference between the genders. (Table 65.)

Table 66. I can use my skills to high degree in my work –expatriation experience

| I can use my skills to high degree in my work | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 73 % |
| Disagree or strongly disagree | 20 % | 9 % |
| Do not know | 27 % | 18 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 53% of the non-experienced expatriates agree that they can use their skills to high degree in their work. It seems that the experienced expatriates are a bit more satisfied than the non-experienced expatriates. (Table 66.)

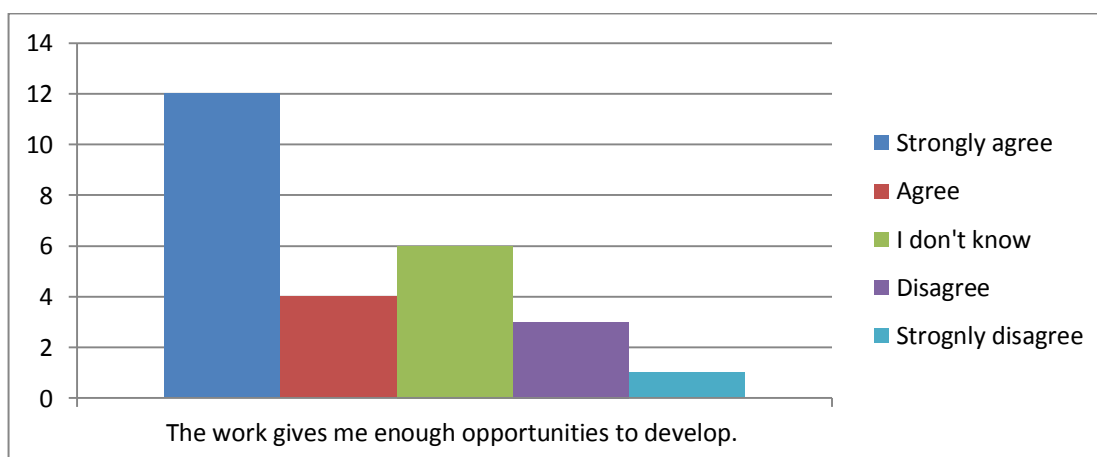


Figure 28. The work gives me enough opportunities to develop.

Majority of the respondents agree that their work gives for them enough opportunities to develop. 46% (=12) of the all respondents strongly agree and 15% (=4) of the all respondents agree that their work gives for them enough opportunities to develop. 23% (=6) of the respondents do not know does their work give for them enough opportunities to develop. 12% (=3) of the respondents disagree and 4% (=1) strongly disagree that the work gives for them enough opportunities to develop. (Figure 28)

Table 67. Work gives me enough opportunities to develop –nationality

| The work gives me enough opportunities to develop | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 67 % |
| Disagree or strongly disagree | 12 % | 22 % |
| Do not know | 29 % | 11 % |
| TOTAL | 100 % | 100 % |

67% of the German and 59% of the French agree that their work gives for them enough opportunities to develop. The difference between French and Germans is narrow. (Table 67.)

Table 68. Work gives me enough opportunities to develop –gender

| The work gives me enough opportunities to develop | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 62 % | 60 % |
| Disagree or strongly disagree | 10 % | 40 % |
| Do not know | 29 % | 0 % |
| TOTAL | 100 % | 100 % |

60% of the women and 62% of the men agree that their work gives for them enough opportunities to develop. It seems that there is no difference between genders. (Table 68.)

Table 69. Work gives me enough opportunities to develop –expatriate experience

| The work gives me enough opportunities to develop | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 73 % |
| Disagree or strongly disagree | 13 % | 18 % |
| Do not know | 33 % | 9 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 53% of the non-experienced expatriates agree that their work gives for them enough opportunities to develop. It seems that the experienced expatriates are more satisfied than the non-experienced ones. (Table 69.)

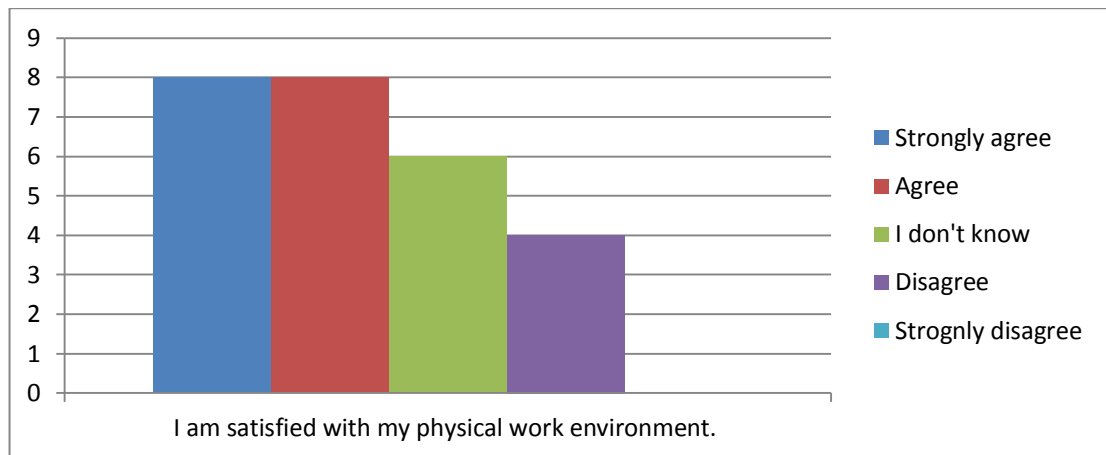


Figure 29. I am satisfied with my physical work environment.

31% (=8) of the respondents strongly agree and 31% (=8) of the respondents agree that they are satisfied with their physical work environment. 23% (=6) of the all respondents do not know are they satisfied with their physical work environment. 15% (=4) of the respondents disagree with the statement. (Figure 29)

Table 70. I am satisfied with my physical work environment –nationality

| I am satisfied with my physical work environment | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 67 % |
| Disagree or strongly disagree | 18 % | 11 % |
| Do not know | 24 % | 22 % |
| TOTAL | 100 % | 100 % |

67% of the German and 59% of the French are satisfied with their physical work environment. The difference between nationalities is small. (Table 70.)

Table 71. I am satisfied with my physical work environment –gender

| I am satisfied with my physical work environment | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 57 % | 80 % |
| Disagree or strongly disagree | 19 % | 0 % |
| Do not know | 24 % | 20 % |
| TOTAL | 100 % | 100 % |

80% of the women and 57% of the men are satisfied with their physical work environment. Women seem to be more satisfied with their physical work environment than men. (Table 71.)

Table 72. I am satisfied with my physical work environment –expatriate experience

| I am satisfied with my physical work environment | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 60 % | 73 % |
| Disagree or strongly disagree | 20 % | 9 % |
| Do not know | 20 % | 18 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 60% of the non-experienced expatriates are satisfied with their physical work environment. It seems that the expatriation experience does not affect to the satisfaction to the physical work environment. (Table 72.)

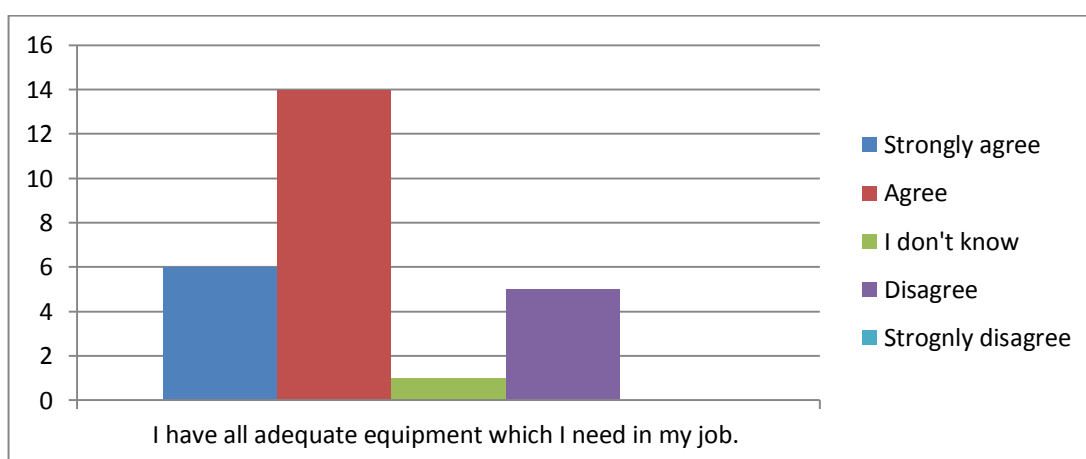


Figure 30. I have all adequate equipment which I need in my job.

Majority of the respondents feel that they have all the adequate equipment which they need in their job. 23% (=6) of the respondents strongly agree and 54% (=14) of the respondents agree that they have all the adequate equipment which they need in

their job. 4% (=1) of the respondents do not know do they have all the adequate equipment. 19% (=5) of the respondents feel that they do not have all the necessary equipment. (Figure 30)

Table 73. I have all adequate equipment which I need in my job –nationality

| I have all adequate equipment which I need in my job | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 65 % | 100 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 6 % | 0 % |
| TOTAL | 100 % | 100 % |

100% of the German and 65% of the French agree that they have all adequate equipment which they need in their job. It seems that the German are more satisfied to the equipment than French. (Table 73.)

Table 74. I have all adequate equipment which I need in my job –gender

| I have all adequate equipment which I need in my job | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 81 % | 60 % |
| Disagree or strongly disagree | 19 % | 20 % |
| Do not know | 0 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and 81% of the men agree that they have all adequate equipment which they need. It seems that the men are bit more satisfied to the equipment than women. (Table 74.)

Table 75. I have all adequate equipment which I need in my job –expatriation experience

| I have all adequate equipment which I need in my job | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 80 % | 73 % |
| Disagree or strongly disagree | 20 % | 18 % |
| Do not know | 0 % | 9 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 80% of the non-experienced expatriates are satisfied to their equipment. It seems that the expatriation experience does not effect to the satisfaction towards equipment. (Table 75.)

9.4 Work motivation

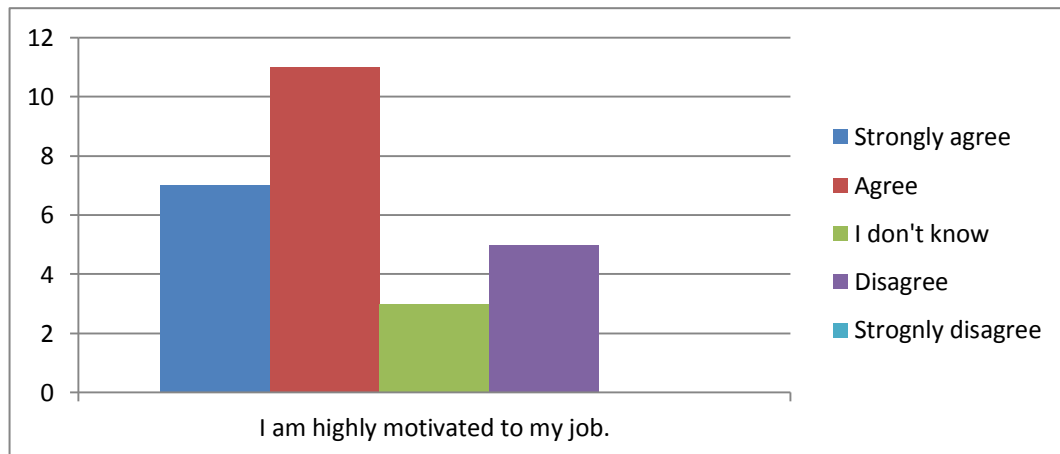


Figure 31. I am highly motivated to my job.

Majority of the respondents are highly motivated to their job. 27% (=7) of all respondents strongly agree and 42% (=11) of the all respondents agree, that they are highly motivated to their job. 12% (=3) of the respondents do not know are they highly motivated to their job. 19% (=5) of the respondents disagree with the statement. (Figure 31)

Table 76. I am highly motivated with my job –nationality

| I am highly motivated with my job | | |
|-----------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 65 % | 78 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 6 % | 22 % |
| TOTAL | 100 % | 100 % |

78% of the Germans and 65% of the French are highly motivated to their job. It seems that the Germans are slightly more motivated to their job than French. (Table 76.)

Table 77. I am highly motivated with my job –gender

| I am highly motivated with my job | | |
|-----------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 71 % | 60 % |
| Disagree or strongly disagree | 19 % | 20 % |
| Do not know | 10 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and 71% of the men are highly motivated to their job. The difference between genders is narrow. (Table 77.)

Table 78. I am highly motivated with my job –expatriation experience

| I am highly motivated with my job | | |
|-----------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 67 % | 73 % |
| Disagree or strongly disagree | 13 % | 27 % |
| Do not know | 20 % | 0 % |
| TOTAL | 100 % | 100 % |

73% of the experienced expatriates and 67% of the non-experienced expatriates are highly motivated to their job. It seems that expatriation experience does not affect to the level of motivation. (Table 78.)

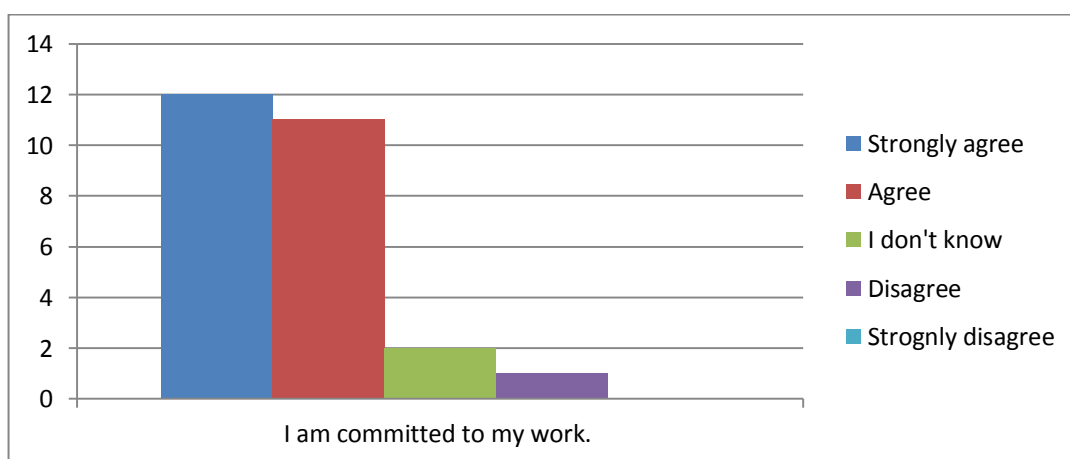


Figure 32. I am committed to my work.

Majority of the respondents are committed to their work. 46% (=12) of the respondents strongly agree and 42% (=11) of the respondents agree that they are highly committed to their work. 8% (=2) of the respondents do not know are they committed to their work. 4% (=1) of the respondents disagree with the statement. (Figure 32)

Table 79. I am committed to my work –nationality

| I am committed to my work | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 82 % | 100 % |
| Disagree or strongly disagree | 6 % | 0 % |
| Do not know | 12 % | 0 % |
| TOTAL | 100 % | 100 % |

100% of the Germans and 82% of the French are highly committed to their job. It seems that the Germans are more committed than French. (Table 79.)

Table 80. I am committed to my work –gender

| I am committed to my work | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 90 % | 80 % |
| Disagree or strongly disagree | 0 % | 20 % |
| Do not know | 10 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women and 90% of the men are committed to their job. It seems that the gender does not affect to the level of commitment to job. (Table 80.)

Table 81. I am committed to my work –expatriation experience

| I am committed to my work | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 100 % | 73 % |
| Disagree or strongly disagree | 0 % | 9 % |
| Do not know | 0 % | 18 % |
| TOTAL | 100 % | 100 % |

73% of the experienced and 100% of the non-experienced expatriates are committed to their work. It seems that the non-experienced expatriates are more committed to their job than the experienced expatriates. (Table 81.)

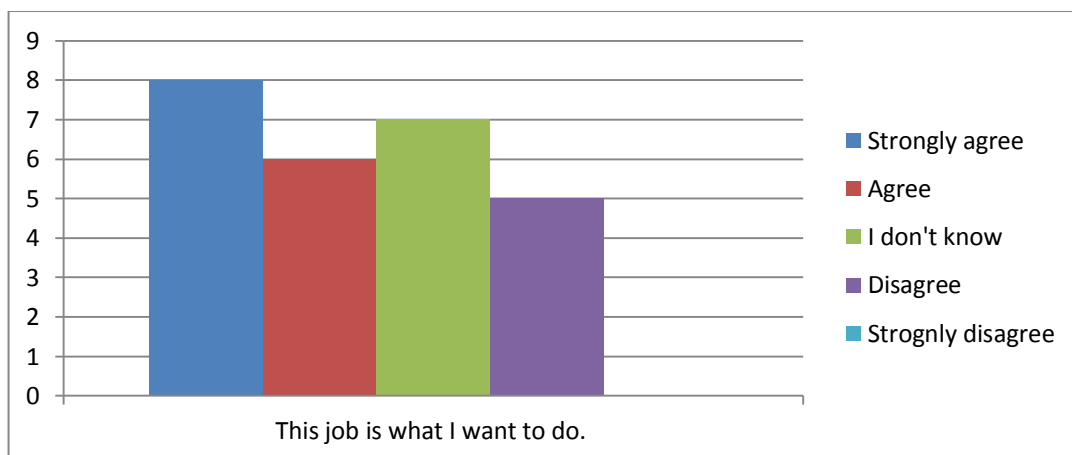


Figure 33. This job is what I want to do.

31% (=8) of the respondents strongly agree and 23% (=6) of the respondents agree that this job is what they want to do. 27% (=7) of the respondents do not know if this job is the job what they want to do. 19% (=5) of the respondents disagree with the statement. (Figure 33)

Table 82. This job is what I want to do –nationality

| This job is what I want to do | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 41 % | 78 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 29 % | 22 % |
| TOTAL | 100 % | 100 % |

78% of the Germans and 41% of the French expatriates agree that this job is what they want to do. It seems that the Germans are more satisfied to their current job than French expatriates. (Table 82.)

Table 83. This job is what I want to do –gender

| This job is what I want to do | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 57 % | 40 % |
| Disagree or strongly disagree | 19 % | 20 % |
| Do not know | 24 % | 40 % |
| TOTAL | 100 % | 100 % |

40% of the women and 57% of the men agree that this job is what they want to do. It seems that men are more satisfied to their current job than women. (Table 83.)

Table 84. This job is what I want to do –expatriate experience

| This job is what I want to do | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 53 % | 55 % |
| Disagree or strongly disagree | 20 % | 18 % |
| Do not know | 27 % | 27 % |
| TOTAL | 100 % | 100 % |

55% of the experienced and 53% of the non-experienced expatriates are satisfied to their current job. It seems that the expatriation experience does not affect to the level of satisfaction towards work. (Table 84.)

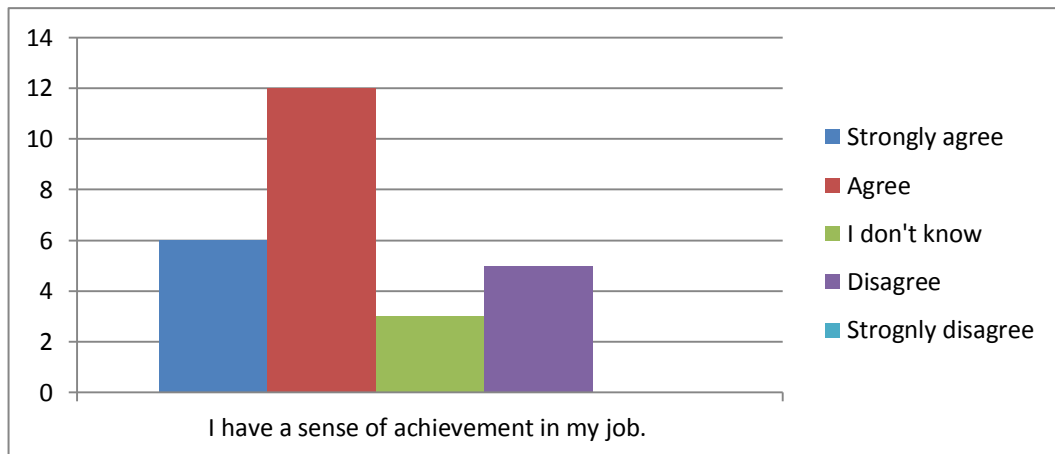


Figure 34. I have a sense of achievement in my job.

It seems that majority of the respondents has a sense of achievement in their job. 23% (=6) of the respondents strongly agree and 46% (=12) of the respondents agree that they have a sense of achievement in their job. 12% (=3) of the respondents do not know do they have a sense of achievement in their job. 19% (=5) of the respondents feel that they do not have a sense of achievement in their job. (Figure 34)

Table 85. I have a sense of achievement in my job -nationality

| I have a sense of achievement in my job | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 89 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 12 % | 11 % |
| TOTAL | 100 % | 100 % |

89% of the German and 59% of the French respondents have a sense of achievement in their job. It seems that the Germans are more satisfied than the French respondents. (Table 85.)

Table 86. I have a sense of achievement in my job –gender

| I have a sense of achievement in my job | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 67 % | 80 % |
| Disagree or strongly disagree | 19 % | 20 % |
| Do not know | 14 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women and 67% of the men agree that they have a sense of achievement in their job. The difference between genders is not large. (Table 86.)

Table 87. I have a sense of achievement in my job –expatriation experience

| I have a sense of achievement in my job | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 80 % | 55 % |
| Disagree or strongly disagree | 13 % | 27 % |
| Do not know | 7 % | 18 % |
| TOTAL | 100 % | 100 % |

55% of the experienced expatriates and 80% of the non-experienced expatriates have a sense of achievement in their job. It seems that the non-experienced expatriates have more sense of achievement than the experienced expatriates. (Table 87.)

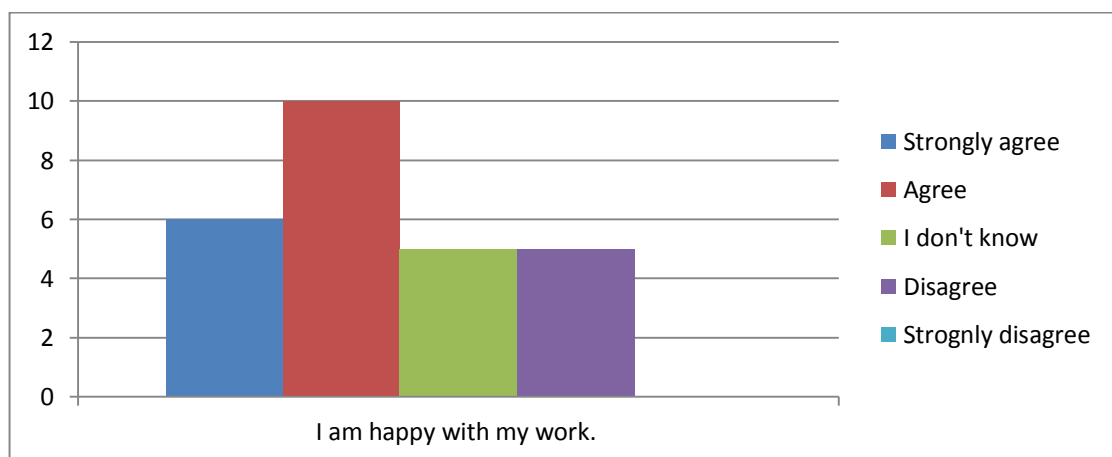


Figure 35. I am happy with my work.

23% (=6) of the respondents strongly agree and 39% (=10) of the respondents agree that they are happy with their work. 19% (=5) of the respondents do not know are they happy with their work. 19% (=5) of the respondents are not happy with their work. (Figure 35)

Table 88. I am happy with my work –nationality

| I am happy with my work | | |
|-------------------------------|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 53 % | 78 % |
| Disagree or strongly disagree | 29 % | 0 % |
| Do not know | 18 % | 22 % |
| TOTAL | 100 % | 100 % |

78% of the German and 53% of the French expatriates are happy with their work. It seems that the Germans are happier to their work than French. (Table 88.)

Table 89. I am happy with my work –gender

| I am happy with my work | | |
|-------------------------------|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 62 % | 60 % |
| Disagree or strongly disagree | 19 % | 20 % |
| Do not know | 19 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and 62% of the men are happy with their work. The difference between genders is narrow. (Table 89.)

Table 90. I am happy with my work –expatriation experience

| I am happy with my work | | |
|-------------------------------|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 67 % | 55 % |
| Disagree or strongly disagree | 20 % | 18 % |
| Do not know | 13 % | 27 % |
| TOTAL | 100 % | 100 % |

55% of the experienced expatriates and 67% of the non-experienced expatriates are happy with their work. It seems that the non-experienced expatriates are happier with their work than the experienced expatriates. (Table 90.)

9.5 Possibility to influence and communication

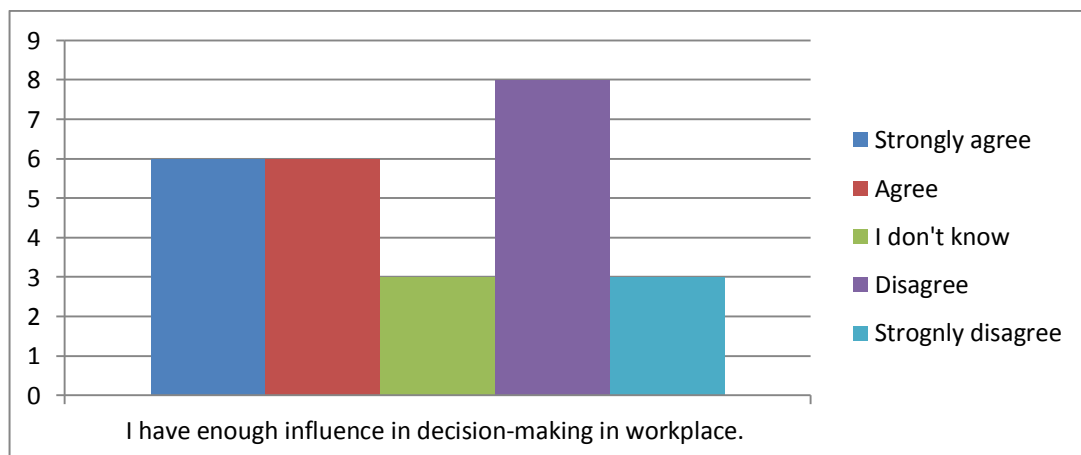


Figure 36. I have influence in decision-making in workplace.

23% (=6) of the respondents strongly agree and 23% (=6) of the respondents agree that they have enough influence and decision-making in workplace. 12% (=3) of the respondents do not know do they have enough influence in decision-making in workplace. 30% (=8) of the respondents feel that they do not have enough decision-making power in their workplace. 12% (=3) of the respondents strongly disagree that they have enough decision- making power in workplace. (Figure 36)

Table 91. I have enough influence in decision-making in workplace –nationality

| I have enough influence in decision- making in workplace | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 29 % | 78 % |
| Disagree or strongly disagree | 18 % | 0 % |
| Do not know | 53 % | 22 % |
| TOTAL | 100 % | 100 % |

78% of the Germans and 29% of the French agree that they have enough decision-making power in their workplace. Germans seems to me more satisfied than French. (Table 91.)

Table 92. I have enough influence in decision-making in workplace –gender

| I have enough influence in decision-making in workplace | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 43 % | 60 % |
| Disagree or strongly disagree | 5 % | 40 % |
| Do not know | 52 % | 0 % |
| TOTAL | 100 % | 100 % |

60% of the women and 43% of the men agree that they have enough decision-making power in their workplace. Women seem to be more satisfied with their decision-making power than men. (Table 92.)

Table 93. I have enough influence in decision-making in workplace –expatriation experience

| I have enough influence in decision-making in workplace | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 47 % | 44 % |
| Disagree or strongly disagree | 6 % | 22 % |
| Do not know | 47 % | 33 % |
| TOTAL | 100 % | 100 % |

44% of the experienced expatriates and 47% of the non-experienced expatriates agree that they have enough decision-making power in their workplace. Expatriation experience does not affect to the satisfaction towards decision-making power. (Table 93.)

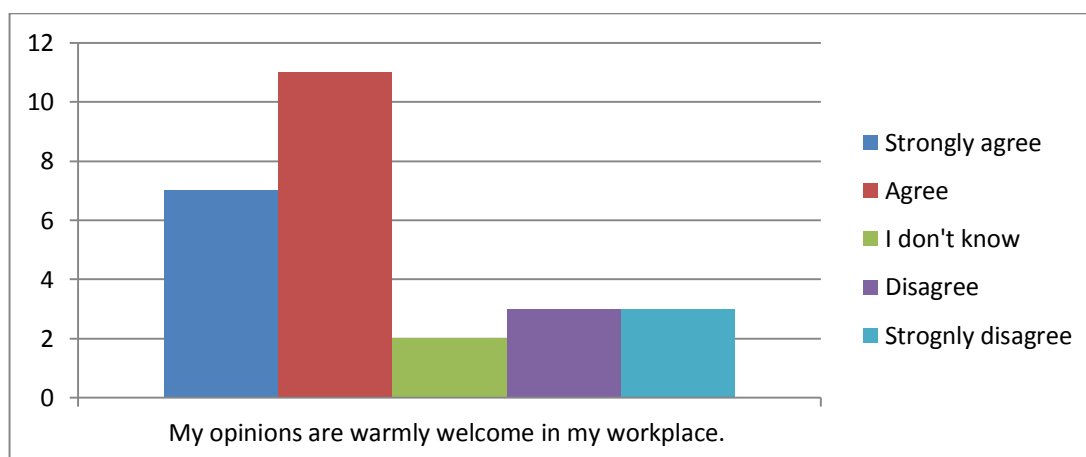


Figure 37. My opinions are warmly welcome in my workplace.

26% (=7) of the respondents strongly agree and 42% (=11) of the respondents agree, that their opinions are warmly welcome in their workplace. 8% (=2) of the respondents do not know are their opinions warmly welcome in the workplace. 12% (=3) of the respondents disagree and 12% (=3) of the respondents strongly disagree that their opinions are welcome in the workplace. (Figure 37)

Table 94. My opinions are warmly welcome in my workplace –nationality

| My opinions are warmly welcome in my workplace | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 59 % | 89 % |
| Disagree or strongly disagree | 29 % | 11 % |
| Do not know | 12 % | 0 % |
| TOTAL | 100 % | 100 % |

89% of the Germans and 59% of the French agree that they can tell their opinions in their workplace. It seems that the Germans are again more satisfied than French. (Table 94.)

Table 95. My opinions are warmly welcome in my workplace –gender

| My opinions are warmly welcome in my workplace | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 67 % | 80 % |
| Disagree or strongly disagree | 24 % | 20 % |
| Do not know | 10 % | 0 % |
| TOTAL | 100 % | 100 % |

80% of the women and 67% of the men agree that they can tell their opinions in their workplace. It seems that the women are little more satisfied than men. (Table 95.)

Table 96. My opinions are warmly welcome in my workplace –expatriation experience

| My opinions are warmly welcome in my workplace | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 73 % | 64 % |
| Disagree or strongly disagree | 13 % | 36 % |
| Do not know | 13 % | 0 % |
| TOTAL | 100 % | 100 % |

64% of the experienced expatriates and 73% of the non-experienced expatriates agree that they can tell their opinions in their workplace. The difference is narrow. (Table 96.)

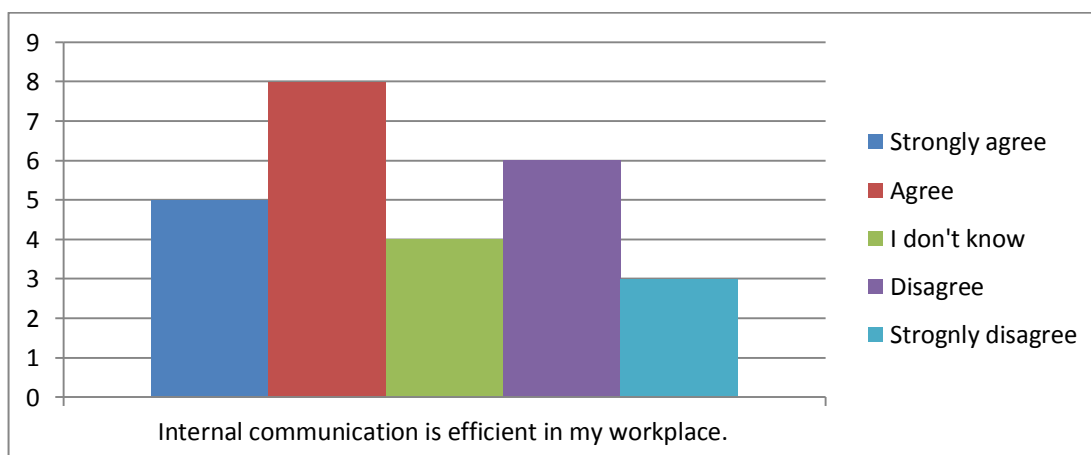


Figure 38. Internal communication is efficient in my workplace.

19% (=5) of the respondents strongly agree and 31% (=8) of the respondents agree, that the internal communication is efficient in their workplace. 15% (=4) of the respondents do not know is the internal communication efficient in their workplace. 23% (=6) of the respondents disagree and 12% (=3) of the respondents strongly disagree with the statement. (Figure 38)

Table 97. Internal communication is efficient in my workplace -nationality

| Internal communication is efficient in my workplace | | |
|---|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 35 % | 78 % |
| Disagree or strongly disagree | 47 % | 11 % |
| Do not know | 18 % | 11 % |
| TOTAL | 100 % | 100 % |

78% of the German and 35% of the French agree that the internal communication is efficient. It seems that the Germans are more satisfied to the internal communication than French. (Table 97.)

Table 98. Internal communication is efficient in my workplace -gender

| Internal communication is efficient in my workplace | | |
|---|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 48 % | 60 % |
| Disagree or strongly disagree | 38 % | 20 % |
| Do not know | 14 % | 20 % |
| TOTAL | 100 % | 100 % |

60% of the women and 48% of the men agree that the internal communication is efficient. Women seem to be more satisfied to the level of internal communication than men. (Table 98.)

Table 99. Internal communication is efficient in my workplace –expatriation experience

| Internal communication is efficient in my workplace | | |
|---|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 40 % | 64 % |
| Disagree or strongly disagree | 33 % | 36 % |
| Do not know | 27 % | 0 % |
| TOTAL | 100 % | 100 % |

64% of the experienced expatriates and 40% of the non-experienced expatriates agree that the internal communication is efficient. It seems that the experienced expatriates are more satisfied than the non-experienced expatriates. (Table 99.)

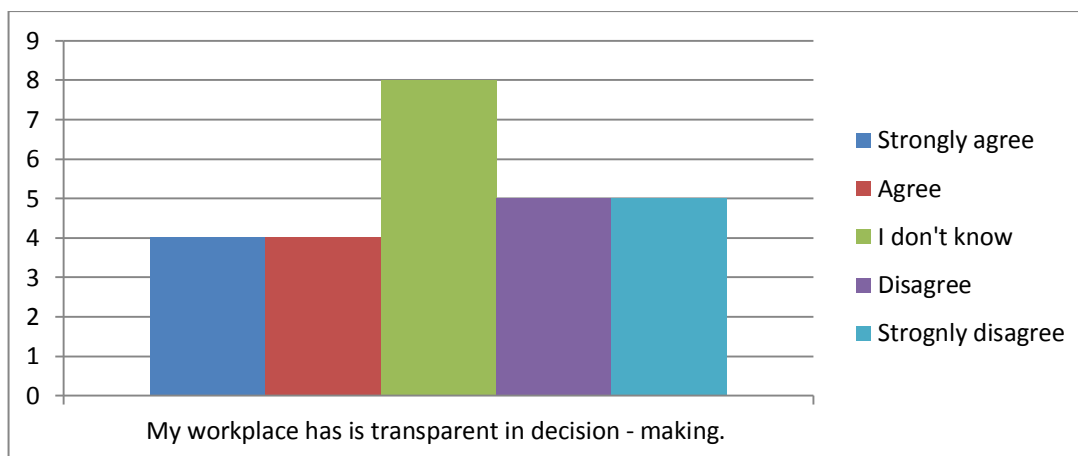


Figure 39. My workplace has transparent in decision-making.

15% (=4) of the respondents strongly agree and 15% (=4) of the respondents agree, that their workplace has transparent in decision-making. 31% (=8) of the respondents do not know have their workplace transparency in decision-making. 19% (=5) of the respondents disagree and 19% (=5) of the respondents strongly disagree, that their workplace has transparency in decision-making. (Figure 39)

Table 100. My workplace has transparency in decision making –nationality

| My workplace has transparency in decision making | | |
|--|--------|--------|
| Nationality | French | German |
| Agree or strongly agree | 24 % | 44 % |
| Disagree or strongly disagree | 47 % | 22 % |
| Do not know | 29 % | 33 % |
| TOTAL | 100 % | 100 % |

44% of the Germans and 24% of the French agree that their workplace has transparency in decision making. Once again it seems that the Germans are more satisfied than French. (Table 100.)

Table 101. My workplace has transparency in decision making –gender

| My workplace has transparency in decision making | | |
|--|-------|-------|
| Gender | Men | Women |
| Agree or strongly agree | 29 % | 40 % |
| Disagree or strongly disagree | 43 % | 20 % |
| Do not know | 29 % | 40 % |
| TOTAL | 100 % | 100 % |

40% of the women and 29% of the men agree that their workplace has transparency in decision making. Women seem to be more satisfied to the transparency in decision-making than men. (Table 101.)

Table 102. My workplace has transparency in decision making –expatriation experience

| My workplace has transparency in decision making | | |
|--|-------|-------|
| First time expatriate | Yes | No |
| Agree or strongly agree | 27 % | 36 % |
| Disagree or strongly disagree | 40 % | 36 % |
| Do not know | 33 % | 27 % |
| TOTAL | 100 % | 100 % |

36% of the experienced expatriates and 27% of the non-experienced expatriates agree that their workplace has transparency in decision-making. The difference between non-experienced expatriates and experienced expatriates is quite small. (Table 102.)

9.6 Expatriation

Reasons for leaving expatriation

The most common reasons for leaving expatriation is the opportunity for international experience and to improve language skills. Other reasons for leaving expatriation are good salary, meeting people and interest towards the new challenges. One of the

respondent mentioned that this expatriation experience is a good add to the curriculum vitae for the future job search.

Areva's induction process

Majority of the respondents 73% (=19) agree that they received enough information about Finland from the company before leaving to expatriation. 27% (=7) of the respondents felt that they did not receive enough information from Areva before leaving to expatriation. The respondents who did not get enough information wanted to have clearer picture of the project organization and clear job description. They also wanted to have more information about housing and administrative formalities for family members. Majority of the respondents 77% (=20) did not have opportunity to participate in an orientation trip or in expatriate training before the beginning of their expatriation assignment. 23% (=6) of the respondents participated in one week orientation trip and they were satisfied to it.

According to respondents' answers, Areva's induction process is satisfactory level. 23% (=6) of the respondents experienced Areva's induction process as satisfactory level. 8% (=2) of the respondents experienced process good. 8% (=2) of the respondents experienced process poor and same amount of respondents experienced it very poor. Majority 53% (=14) of the respondents did not answer to the question.

27% (=7) of the respondents felt that the orientation to work tasks was sufficient. As many respondents experienced orientation to tasks bad. Majority 46% (=12) of the respondents did not answer to the question. Respondents who were not satisfied to the orientation to tasks wanted to have more customized induction, meaning that the induction for engineer should be different comparing to assistant induction. Majority of them also wanted to have clearer picture of Areva processes. Even the induction all in all was not success; the respondents were still satisfied to their overall expatriation experience.

Expatriation experience

Majority of the respondents 69% (=18) have not faced any problematic situations during their expatriation. 31% (=8) of the respondents have faced some problems during their assignment. The problems faced were family related as lack of help to

organize child day care, administrative issues when boyfriend or girlfriend moved to Finland. 43% (=3) of the respondents got support from the company to solve those problems and same amount of respondents did not get support from the company. One of them did not answer to the question. All of the respondents wanted to have support.

92% (=24) of the respondents were satisfied to their expatriation experience and would recommend it for others. 4% (=1) of the respondents was not satisfied and 4% (=1) of the respondent did not answer to the question. The respondent was not satisfied because he or she experienced working with people from different nationalities difficult.

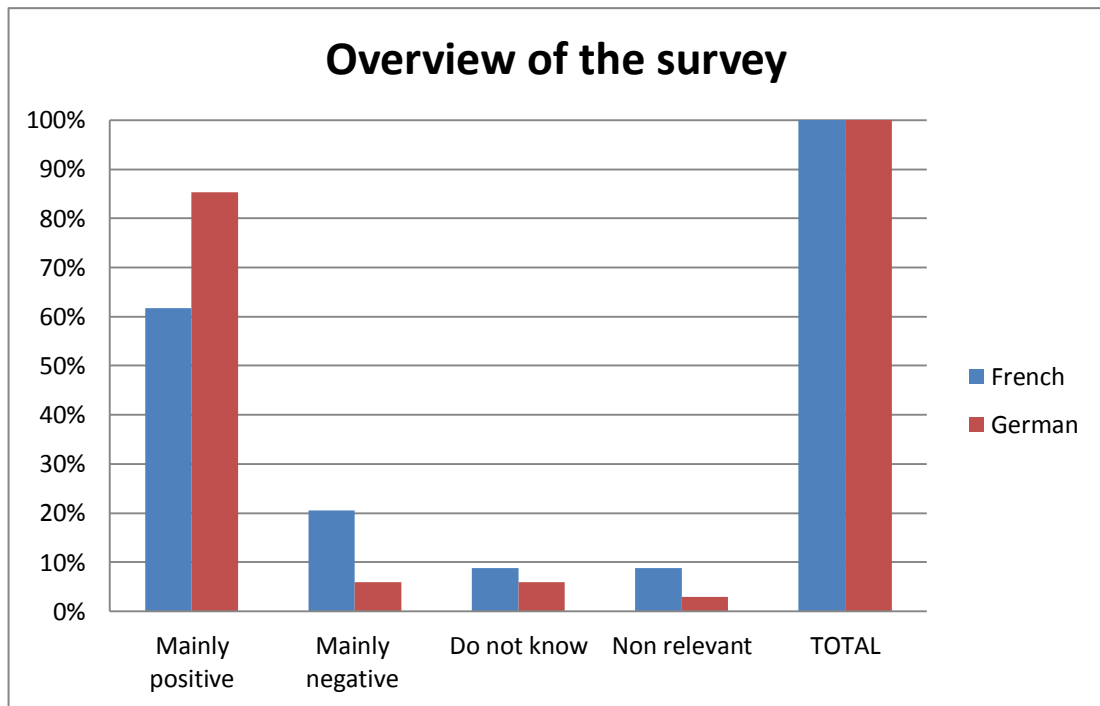
Repatriation

Many of the respondents mentioned that they are happy to leave the project but sad to leave Finland. Some of them did not have yet any idea about repatriation. Two of the respondents are worried about organizing the move back to home country and difficulties to adapt back to the home country culture. Respondents are waiting to get support from the company before repatriation.

10 CONCLUSIONS AND RECOMMENDATIONS

According to the survey results the answers are mainly positive (See the conclusion table 103.).

Table 103. Conclusion table of the survey results



The conclusion table (Table 103.) shows that the answers from French expatriates and from German expatriates are mainly positive. It is also possible to see that according to the survey results, German respondents are overall more satisfied to the company than French respondents. It is also possible to see that French respondents answered more often “I do not know” than the German respondents. The column “not relevant” means that basically the answers for the one question divided between two options (e.g. 35% agree or strongly agree, 35% do not know) and it was not possible to see what the average opinion is (Table 103.).

The company culture and atmosphere seems to be in good level according to the survey results. It seems that majority of the respondents agree that their colleagues appreciate them and that they have good relationship with their colleagues. According to the results majority of the respondents agree that their working community is functional. Majority of the respondents feels that the employees are not treated equally and they do not know if the company is customer-oriented or not.

Company’s management and rewarding received also quite positive feedback from the respondents, especially from the German expatriates. 78% of the German and 41% of the French respondents agree that their manager appreciates them. 71% of

the French respondents and 67% of the Germans agree that their supervisor supports them to reach their goals. This was the only question in whole survey which received more positive feedback from French expatriates than from German expatriates. The biggest difference in French and German opinions can be seen in rewarding. 78% of the Germans agree that the reward system is functional when only 12% of the French agree with the statement. 60% of the women agree that the reward system is functional when only 29% of the men agree with the statement. German respondents seem to be more satisfied to the amount of received feedback than the French respondents. 78% of the Germans and 50% of the French feel that they get enough feedback from their manager. It seems that the men are more satisfied to the amount of feedback than women.

Possibility to influence and communication part divided respondents' answer quite a lot. 78% of the German respondents and only 29% of the French respondents agree that they have enough decision-making power in their job. According to the survey 78% of the Germans feel that the company's internal communication is good, when only 35% of the French respondents agree with the statement. 40% of the women respondents feel that the company has transparency in decision-making when only 29% of the men respondents agree with the statement. 47% of the French respondents think that the company does not have transparency in decision-making, when 44% of the Germans think that the company has transparency. Overall it seems that the Germans are more satisfied than French.

The motivation part received mostly positive answers. According to the results majority of the respondents seem to be motivated to their job. 100% of the German and 82% of the French respondents feel that they are committed to their job. 80% of the non-experienced and 55% of the experienced expatriates feel that they have a sense of achievement in their job. According to the results majority of German respondents feel that this is the job what they want to do. 41% of the French respondents feel that the job is what they want to do. The difference is quite significant.

The survey part of work contents and work environment divided respondents answer quite a lot and it seem that the Germans are more satisfied than French. It seem that majority of the German respondents (89%) are satisfied with their work contents.

53% of the French respondents are satisfied with their work contents. It also seems that the men are more satisfied than women respondents. 78% of the Germans agree that their work tasks are well-defined when 59% of the French agree with the statement. 71% of the French answered that their work is stressful; when 56% of the Germans answered that their work is not stressful. The difference between opinions is large. Majority of the all respondents are satisfied with their physical environment.

Overall the expatriation process seems to be in a good level even though the expatriates would like to have more support from their home base offices during their all expatriation assignment. It seems that they expatriates would like to get better orientation to their tasks and responsibilities. Even the induction process was not that successful, the respondents were satisfied to their overall expatriation experience. Generally it seems that the employees are motivated and satisfied with their job. According to the survey answers it seems that the German expatriates are more satisfied to the French company Areva NP as a workplace than French expatriates.

According to the survey results, Areva NP should pay more attention to the induction process, defining the tasks and responsibilities and to transparency in decision-making. The respondents feel that they do not have enough influence in decision-making at workplace. The reward system and company's internal communication should be also developed. Now, when the company knows for which factors employees are not perfectly satisfied they could make for example another survey. In that survey they could ask more specific, what exactly employees would like to improve in the company. By doing improvements for the factors which employees are not perfectly satisfied, the company could support employees to perform even better.

11 FINAL WORDS

It have been quite a long time since the topic of my thesis were settled, there has been wide changes in the company's organization. Therefore if the research would have been done now, most likely the answers would have been a lot different. Even

though the research was made before the changes in the organization, this thesis will have significance to the company. The information of my thesis can be used for the possible Olkiluoto 4 project.

The writing process of this thesis deepened my knowledge of Human Resources management and especially how the different factors are affecting to the employees work motivation and satisfaction and therefore to the work inputs and results. This knowledge will be helpful in the future as I am planning to continue in the field of Human Resources management.

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Organizational Culture survey (AREVA NP/OL3 project)

INSTRUCTIONS

First give your background information. Second answer the questions by circling the one number matching best to your opinion in the answering scale. At the end of survey is open questions and place for free comments. After you have answered all the questions please return for me scanned or paper version of questionnaire at the latest on 10.10.2013. **ALL INFORMATION COLLECTED IN THIS SURVEY IS ABSOLUTELY CONFIDENTIAL AND ANONYMOUS!**

BACKGROUND INFORMATION

Gender :

male ()

female ()

Age:

20 – 30 ()

31 - 40 ()

41 – 50 ()

over 51 ()

Nationality: _____

Service time in this organization (years): _____

Is this your first expatriation assignment: Yes (), No ()

Family status:

single ()

married () -> spouse/family lives in Finland yes () no ()

SURVEY QUESTIONS:

Evaluate in a scale of 1 to 5 the following issues by circling your choice.

COMPANY CULTURE AND ATMOSPHERE

| Strongly agree | Agree | I don't know | Disagree | Strongly disagree | |
|----------------|-------|--------------|----------|-------------------|---|
| 1 | 2 | 3 | 4 | 5 | The workplace atmosphere is good. |
| 1 | 2 | 3 | 4 | 5 | Employees are treated equally. |
| 1 | 2 | 3 | 4 | 5 | My working community is functional. |
| 1 | 2 | 3 | 4 | 5 | My colleagues appreciate me. |
| 1 | 2 | 3 | 4 | 5 | I have good relationship with my colleagues. |
| 1 | 2 | 3 | 4 | 5 | My work society is strongly customer-oriented. |
| 1 | 2 | 3 | 4 | 5 | Health and safety issues are highly regarded in my workplace. |

MANAGEMENT AND REWARDING

| Strongly agree | Agree | I don't know | Disagree | Strongly disagree | |
|----------------|-------|--------------|----------|-------------------|--|
| 1 | 2 | 3 | 4 | 5 | My manager appreciates me. |
| 1 | 2 | 3 | 4 | 5 | I have enough decision -making power in my work. |
| 1 | 2 | 3 | 4 | 5 | My supervisor supports me to reach my goals. |
| 1 | 2 | 3 | 4 | 5 | I get enough constructive feedback from my supervisor. |
| 1 | 2 | 3 | 4 | 5 | My department manager treats all team members equally. |
| 1 | 2 | 3 | 4 | 5 | My supervisor inspires and encourages me to develop myself. |
| 1 | 2 | 3 | 4 | 5 | Reward system is functional. |
| 1 | 2 | 3 | 4 | 5 | My supervisor keeps development discussions frequent enough. |
| 1 | 2 | 3 | 4 | 5 | I trust my supervisor. |

WORK CONTENTS AND WORK ENVIRONMENT

| Strongly agree | Agree | I don't know | Disagree | Strongly disagree | |
|----------------|-------|--------------|----------|-------------------|---|
| 1 | 2 | 3 | 4 | 5 | I am satisfied with my work contents. |
| 1 | 2 | 3 | 4 | 5 | I am satisfied with the amount of work. |

| | | | | | |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | My tasks and responsibilities are well defined. |
| 1 | 2 | 3 | 4 | 5 | My work is not stressful. |
| 1 | 2 | 3 | 4 | 5 | My work is challenging enough. |
| 1 | 2 | 3 | 4 | 5 | I can use my skills to high degree in my work. |
| 1 | 2 | 3 | 4 | 5 | The work gives me enough opportunities to develop. |
| 1 | 2 | 3 | 4 | 5 | I am satisfied with my physical work environment. |
| 1 | 2 | 3 | 4 | 5 | I have all adequate equipment which I need in my job. |

WORK MOTIVATION

| Strongly agree | Agree | I don't know | Disagree | Strongly disagree | |
|----------------|-------|--------------|----------|-------------------|--|
| 1 | 2 | 3 | 4 | 5 | I am highly motivated to my job. |
| 1 | 2 | 3 | 4 | 5 | I am committed to my work. |
| 1 | 2 | 3 | 4 | 5 | This job is what I want to do. |
| 1 | 2 | 3 | 4 | 5 | I have a sense of achievement in my job. |
| 1 | 2 | 3 | 4 | 5 | I am happy with my work. |

POSSIBILITY TO INFLUENCE AND COMMUNICATION

| Strongly agree | Agree | I don't know | Disagree | Strongly disagree | |
|----------------|-------|--------------|----------|-------------------|--|
| 1 | 2 | 3 | 4 | 5 | I have enough influence in decision-making in workplace. |
| 1 | 2 | 3 | 4 | 5 | My opinions are warmly welcome in my workplace. |
| 1 | 2 | 3 | 4 | 5 | Internal communication is efficient in my workplace. |
| 1 | 2 | 3 | 4 | 5 | My workplace has transparency in decision - making. |

EXPATRIATION

1. What were your reasons for leaving to expatriation?

2. Did you get enough information about Finland from the company before leaving to expatriation?

yes () no ()

If your answer is no, what was missing?

3. Did you have an opportunity to participate in an orientation trip or expatriate training before leaving to expatriation?

yes () no ()

a) If your answer is yes, which training you participated? Please, describe some main contents of training as far as you remember them.

b) If your answer is yes, did the training fulfill your expectations?

yes () no ()

In case you answered no, what could have done differently?

4. How you experienced Areva's induction process?

Excellent
1

Good
2

Satisfactory
3

Poor
4

Very poor
5

5. Was the orientation to your work tasks sufficient?

yes () no ()

If your answer is no, what you would have done differently?

6. Have you faced any problematic situation during your expatriation?

yes () no ()

If your answer is yes, what kind of problems did you face?

7. Did you get support from the company to solve those problems?

yes () no ()

If your answer was no, did you feel that you would have need support.

yes () no ()

8. Are you satisfied with your expatriation experience?

yes () no ()

If your answer is no, why?

9. Would you recommend expatriation for others?

yes () no ()

If your answer is no, why?

10. What kind of thoughts you have about the repatriation (returning back to the home country)?

11. Do you have any suggestions to develop expatriation process? Other comments?

THANK YOU FOR YOUR TIME !