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WHICH FACTORS INFLUENCE ON  
EXPATRIATES' PERMANENCY (Case  
study: Company X)

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Maailmantalouden muuttuessa monet yritykset päättävät siirtää toimistonsa ja palvelukeskuksensa halvempiin maihin, tässä tilanteessa Puolaan. Tästä seuraa, että muutto ulkomaille on vaihtoehtona monille ihmisille, jotka kokevat urakehityksen siirtymisen.

Ulkomaalaiset kokevat useammin paineita enemmän kuin muut työntekijät, he kokevat suurimmat muutokset elämässään ja tämä vaikuttaa heidän työtyytyväisyyteen ja motivaatioon oleskella ulkomailla. Työn tavoitteena on tutkia heidän elämäntilannettaan ja ymmärtää paremmin, miksi he päätyivät siirtymään takaisin kotimaahansa tai toiseen yritykseen muutaman vuoden työskentelyn jälkeen yrityksessä X.

Yrityksen X ulkomaalaiset työntekijät osallistuvat tämän työn kvalitatiiviseen tutkimukseen. Tämän tutkimuksen tulokset antavat vastauksen kysymykseen: "Mitkä tekijät vaikuttavat ulkomaalaisten työntekijöiden pysyvyyteen?" ja tarjoavat yritykselle X mahdollisuuden saada tietoa omista ulkomaalaisista työntekijöistään. Saadut suositukset ja ehdotukset tukevat työntekijöiden tarpeita paremmin ja houkuttelevat paremmin uusia ulkomaalaisia työntekijöitä.

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# 1 INTRODUCTION

From year to year we can see how strongly our world economy is changing and how fast globalization is advancing. Travelling is not difficult and expensive anymore and people are going to study abroad more often, than ever before. International experience and being fluent in several languages is often what is required from people in a career prospects today. More people started to follow their job opportunities abroad, because of the poor economic situation in their home countries and international companies' investments in lower cost countries. To become an expatriate or a job immigrant is more often a best and optimal variant for many people, who wants to reach their career goal and be successful in an international job prospect.

In this thesis, expatriates' job permanency abroad is examined through expatriates' life situation and their work experiences in the company X. This point of view was chosen, because the author wanted to know better, which factors influence on job satisfaction and motivation for foreigners and what drive them to change workplace.

## 1.1 The aim of the work

In this study, the aspect that will be considered is company X's office in Krakow, Poland. The reason why this particular office has been chosen, is because an author itself completed an internship the length of 6 months in the company X and automatically has been considered as one of expatriates in the office. The current office consists of half foreign employees and half of Polish employees with knowledge in several languages. There has not been any previous research done in this office regarding foreign employment, the only information known is that unfortunately after 2,5 years (on an average) of employment, foreign employees decide to leave the company and change their workplace. Unfortunately, there is no information regarding this phenomenon, why foreign employees leave the office and do not stay for the full period.

To help the company better answer the question “Which factors influence on foreigners’ permanency” it was decided to conduct a research project. The qualitative research method was selected in order to better understand the company’s foreign employees, their reasons for joining the office in Krakow, which factors drive expatriates in their decisions to stay for perspective employment in the same office. This knowledge will help the company to understand their expatriates’ motives and what practical measures the company can change to support their expatriates’ motivation to stay within their employment for a longer period. Answers on those questions will at the same time help attract more potential foreign candidates to work in the current office.

## **1.2 Thesis structure**

The structure of the thesis consists of five parts: the background information, theoretical framework, research methodology, empirical framework and conclusion. The background information explains better to the reader a situation about company X and the extremely growing phenomena of foreigners in Poland. The following theoretical framework opens meanings of culture and it’s dimensions, human resource management, job satisfaction and motivation to work. Next after the theoretical part gets a place a research methodology, it shows closer a method and way of data collection and as well reliability and validity of the research. In the fourth part of the thesis, in an empirical framework, analysis of the result and future suggestions for the company X are discussed. The final and last part, conclusion and summary of the work are presented.



## **2 BACKGROUND INFORMATION**

In this section, background information for the reader will be presented, which will help better understand the current situation in company X and Poland. Alongside this, the reader will get knowledge about foreigners in Poland and why their number is growing from year to year there.

### **2.1 Polish economy**

Polish economy is the largest economy in Central and Eastern Europe with a population of 38 million in the year 2018 (Poland Population 2018). The country is in sixth place of the leading markets in the European Union (Polish Economy 2017). Poland offers one of the biggest domestic markets, which includes educated labor resources with low wages and readily available cheap office space for international companies. There is no wonder that after Brexit, Poland becomes Brexit's beneficiary and one of the biggest destinations of foreign investments. Those factors make Poland more attractive for foreign employees, who are looking for the international career opportunity with low costs of living. (Polish Economy 2017; Gocłowski 2017)

### **2.2 Background of Company X**

Following the company's policy, it was requested that its name should be redacted in this work, because of the globally well-known name and competitors based situation. The first company X's office in Poland was established in 2002 with a limited number of people. In the following years company X became a fast-growing competitor with offices around Poland. Employees of the company X consist of local Polish people with knowledge of foreign languages and foreigners with native language knowledge from other countries around the world. This work will focus only on foreign employees from one office, which is located in Krakow.

### 2.3 Foreign employees in Poland

The difference between an expatriate and a foreign worker is very insignificant. The expatriate is described as a person, who moved out of their home countries to work abroad and often transferred by their companies to live a certain period of their time there. More than often expatriates are planning to return to their home countries, but sometimes just have not decided yet whether to live permanently in a foreign country or not. A foreign worker is a person, who came abroad for work and has not been transferred by the company internally, a foreign worker comes to work for indeterminate time and usually plans to stay for as long a time as permitted. Often, this insignificant difference between expatriate and foreign employee is forgotten, and foreign employees are called “expats”, as it is short and simple word to call both group of work immigrants. (Nash 2017; Castree, Rogers & Kitchin 2013, 143)

The number of long- term foreigners in Poland was 218,147 in 2015 (Eurostat 2015). This number of foreigners cannot be exact, as there were factors not included, such as: EU citizens who registered in Poland but have left the country, foreigners who have lived in Poland without any registration and people who are staying in Poland illegally. (Stopa, 2017)

The exact number of foreigners in 2017 has not been published, two years after Eurostat’s number of foreigners in Poland, there is a significant chance, that this number has changed and most probably it has increased. It is important to remember, that many foreign employees have a work permit for specific period and they do not consider the possibility of staying in Poland for long time. One of the biggest factors which influences that increasing number, is that in 2017 the European Union approved visa-free permit for Ukrainian citizens, which means that they can stay in all EU Members States up to 90 days without a visa (Schengen visa 2017). Every year thousands of Ukraine citizens are coming to Poland for higher wages and in search of better life prospects. (Bartyzel 2017; Schengen Visa 2017)

In the education sector, Poland has increased its internationalization by hosting foreign students from around the world. In the year 2017, the number of foreign students was 65 793 from 166 countries, the largest number of students come from two countries; Ukraine and Belarus, which is in excess of 40 000. Students come for the high quality of education, lower fees and for the large quantity of courses and specializations (Siwinska 2017). After graduation, many foreign students decide to stay in Poland and focus on their career life with many international job prospects there. For EU-citizen students, there is absolutely no need to get a work permit, and after the year 2015 a new regulation from Polish Minister of Labor gives free work permit for students from outside of EU and EEA. (New Regulation 2015).

Those factors all have a positive influence on Poland as open and multicultural country. International companies are investing more in Poland, students are deciding to stay and look for job prospects after graduation, foreign employees are coming for a better career growth and internationalization. In this positively structured situation, everybody gets benefits and satisfaction from each other.

### 3 THEORETICAL FRAMEWORK

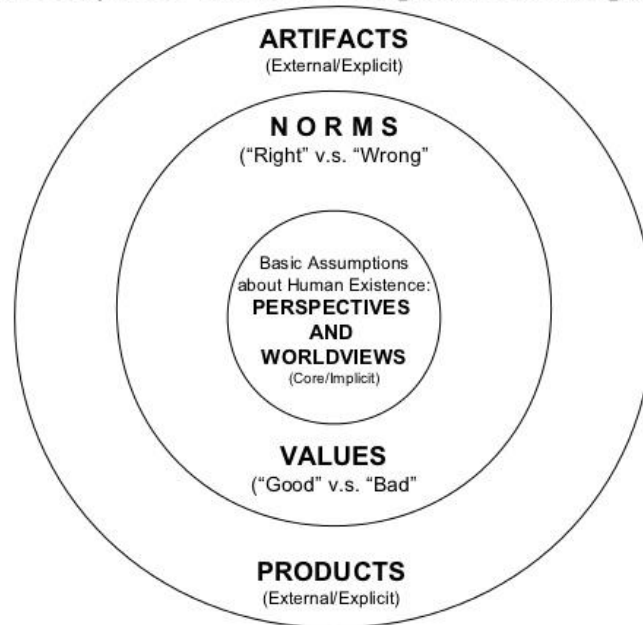
The theoretical framework paragraph introduces theories, which are related to the current study. More will be discussed about cultural differences and dimensions, motivation and job satisfaction, work structure itself and Human Resource Management definition. All that theories will help to prove and evaluate the results of the study. With learning better work environment and life abroad, we can easily understand and evaluate expatriates' values.

#### 3.1 What is culture?

In the book of Lisa Hoeckling, she has explained that culture is a shared system of meanings, of what groups of people pay attention to, common ways of understanding and find meanings to any subjects or objects. People have different ways of doing things and there is no priority or superiority of it. All cultures somehow are relative to each other. People learn in their own environment of how to do things. Culture is a group/ community and it is sharing values and meanings. Culture is a collective thinking and understanding things, there is not right or wrong way. (Hoeckling 1995, 24-28)

Mutual beliefs, common ways of processing information and social interaction are all about culture. In the book "Riding the Waves of Culture", Fons Trompenaars and Charles Hampden-Turner present a model of culture, which consists of three layers, please see the following picture (Figure 1.). The outer layer is *explicit*, obviously observable reality as artifacts, products, language, food etc. The middle layer are *norms and values*; norms what individual group believes is "right" and "wrong" and values what is "good and bad". The core layer is *implicit*, assumptions about existence, this includes the way people are acting upon nature. Each organization finds the most effective way to survive, solution for problems of daily life, each cultural group is continuously increasing the effectiveness of problem-solving. (Trompenaars & Hampden-Turner 1997, 20-24)

**CULTURE:**  
**Three Layers of Culture ( Trompenaars & Hampden)**



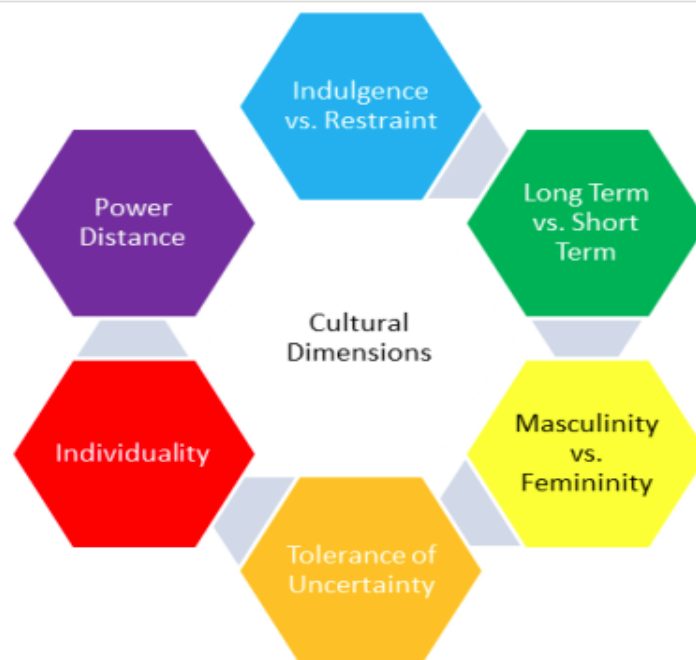
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**Figure 1.** Three Layers of Culture (Jabbar 2011)

### **3.2 Hofstede's cultural dimension**

In the late 60s, a Dutch social psychologist Geert Hofstede (1928) explored how different cultures affect on people's thinking, behavior, knowledge and workplace's values in different countries. He was working in the personnel research department of the IBM company and made a worldwide international survey of employees, more than 50 modern nations. According to the analysis, many problems were similar in different countries, but the solutions to solving them were different. After followed publication of Hofstede's first book "Culture's Consequences", this book was the beginning of dimensional and comparative cross-cultural study in a period of pioneering discovery. In the first Hofstede's model only four major dimensions on a basis of cultural differences were introduced: individualism- collectivism, uncertainty avoidance, power distance and masculinity- femininity. Later, after the first study various major

extensions were completed, which resulted in two additional dimensions: long-term orientation- short-term orientation and indulgence- restraint. For all six dimensions, please see picture below (Figure 2.), are described in one work with Gert Jan Hofstede (his son) and Michael Minkov (culturologist) in the book “Culture and Organizations: Software of the Mind”. (Geert Hofstede 2017; Hofstede 2003, 11)



**Figure 2.** Hofstede’s model. (Rowley 2012)

### 3.2.1 Criticism

As always happens, any new research or publication will get a lot of attention and reviews from other researchers and professors. The same happened to the Hofstede’s framework, it got a lot of criticism and discussions between people. The most criticism Geert Hofstede received especially from Dr. Brendan McSweeney (2002), who is a Professor of Management at Royal Holloway, University of London (Royal Holloway University of London 2018).

McSweeney's main assumptions were: first that the whole nation review has been assigned to employees in the one company; second, Hofstede wanted to measure by his questionnaire only things which he could identify; third, the restriction of questions and answers could not show whole value of the culture and its deeper meaning and understanding; fourth and the last one explained that Hofstede's cultural dimensions were restricted only on the workplace and rest of the nations were forgotten as unemployed, students and children. This criticism following that Hofstede's cultural dimension model doesn't cover all nations in a good prospect, it is not fully trusted and observed regarding all result and data. Hofstede by himself agreed that the cultural dimension framework is only a tool/guide to help people better to understand cultural differences. There are many other different factors which could be taken under consideration such personality and history, Hofstede's study does not cover individual people. (European Business Forum 2018; World Speaking 2018; Eringa, Caudron, Rieck, Xie & Gerhardt 2015, 187-188)

### **3.2.2 Power Distance**

Power distance involves human inequality, such as prestige, wealth, privileges, characteristics and power. Different societies put different weights on status and deal differently with power and inequality. This dimension shows how people feel about power in given culture. In *small- power -distance* countries, people are trying to equalize power distribution and minimize dependence on bosses. The social status doesn't give any privileges for employees at work and anyone can become a manager tomorrow. In *large-power-distance* countries, people accept hierarchical structure and significant dependence on managers, inside of the organization it means, that less powerful members expect and accept inequitable power distribution. Individuals' relationship with their manager is important, as it could influence your future career and also your social status. (Hofstede, Hofstede & Minkov 2010, 60- 62, 73-75; World Speaking 2018)

### 3.2.3 Uncertainty Avoidance

Cultures also are different in terms of how well they adapt to uncertainty or try to avoid it, in other words how communities accept/ deal with the fact that future could be unknown and there could be unexpected changes. In countries with *high uncertainty avoidance*, strict rules are trying to “protect” the community from anxiety. Everything has its own right way of happening, things should continue to go as they are going and diversity is not accepted. More than often, individuals’ views are intolerant. In organizations, this could be manifested as prejudice in the diversity of the work community, with innovation and flexibility not welcomed at the workplace. People with high uncertainty avoidance have a high risk of violent intergroup conflicts, they are more religious and are political and ideologically intolerant, usually they are thinking in a fundamentalist way. Employees look for long-term employment in the company, because along with constant stress also comes security, income and a stable work-life balance which brings happiness. In countries with *low uncertainty avoidance*, people are more tolerant of different ethnicities and are usually positive or neutral toward foreigners. These kinds of countries have strong human rights and believe nobody should be persecuted for his or her beliefs. It is normal to be not like everybody and to have no answer on some things, the same problem could be solved in a variety of different ways, there are no formal rules. Employees are working hard only if it is necessary, they are not driven by constant competition and pressure. People like to relax and creativity brings innovation. (Hofstede 2002, 145-148; Hofstede et al. 2010, 188-234; World Speaking 2018)

### 3.2.4 Individualism and Collectivism

The third dimension shows different relations between individual’s and team’s role in a given society. In *individual* communities, people are in contact with each other as individuals and do not pay attention to other group members, they are thinking only about themselves and closest family members. At the workplace, it



means that an individual's opinion is more important, than the group's opinion. People are working individually and performing their own ideas and results, they are driven to reach personal goals not group's. In *collectivism* culture, people are looking after the group, taking care of one another and become as one "We". In organizations, collectivism could be a strong teamwork between members and cooperation with each other, members understand collaboration and grouping process. Usually, in collectivist countries priority of people's needs around is more important, than an individual person's ones and this shows the value of wellbeing society. (Hofstede 2002, 209-214; Hofstede et al. 2010, 90, 119-134; World Speaking 2018)

### **3.2.5 Masculinity and Femininity**

The role of women and men could be unequal in different countries' behaviors, depending on whether the country is more feminine or more masculine. These dimensions show how differently cultures interact regarding status of genders and values between genders. According to Hofstede's study, countries with high *masculinity* have clear gender roles, where men should be hard, strong and focused on material success and where women are modest, soft and concerned about the quality of life. In masculine countries, the most important values are material success and development, strong competition and career achievement as fast as possible. In organizations, males substantially dominate in society and in power structure, results should be quick and in a large quantity. In societies with high *femininity* the most important values are people's warm relationship between each other, as well society is paying attention to living atmosphere and its quality. At work, it could be strong employment security, cooperation and negotiation and problems solving by compromises. There are many different opportunities and no right or wrong choice, work is of a high quality and with no rush. (Hofstede 2002, 279-284; Hofstede et al. 2010, 135- 170)

### 3.2.6 Long- versus Short- Term Orientation

The dimension describes how cultures build relationships and their understanding of the time as horizon or circular. *The Short- term orientation* involves a short duration, such personal balance, facial retention, respect of tradition and follow traditional methods. Family and business have influence on each other, their own reputation is the most important factor and should be the same everywhere, because to build strong relationship usually takes a lot of time. The failure brings shame and weakness, as there is only one opportunity or chance. In an organization, the main short-term orientation work values are achievement and analytical thinking. On the opposite side, in a *long- term* relation people are looking to the future and to develop a strong culture, success should be good quality and for the long term, not only the present moment is important. In organization, long-term orientation's main work values include learning, honesty, adaptiveness, accountability, self-discipline and sympathetic thinking. People stand for equality as in an economic and in a social condition, everybody have same opportunities and resources to start. (Hofstede 2002, 351-55; Hofstede et al. 2010, 235-276; World Speaking 2018)

### 3.2.7 Indulgence versus restraint

The last dimension is about happiness in society and it can either be restricted by some laws and traditions or not. *Indulgence* shows that people are enjoying their life without any limits and doing it openly. In business, the smile and optimism brings confidence to everybody, that means business is going well, even behind it is a negative situation. In *restraint* countries happiness has regulations and should not be shown everywhere. For example, in the workplace poker face shows your professionalism and seriousness, it points to success, as people around will have fear and respect. "Indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having

fun. Its opposite pole, restraint reflects a conviction that such gratification needs to be curbed and regulated by strict social norms”. (Hofstede et al. 2010, 281-298)

### 3.2.8 Poland in Hofstede’s model

The following graph (Table 1.) presents Poland as a target in a Hofstede’s six dimensions’ model. Looking at Poland through Hofstede’s 6D-model, allows for a closer examination of Polish culture and society’s ideologies in the organization.

The score 68 in *Power Distance* means that people accept the hierarchy status (lower power employees doing manual work and have no influence in the office), organization’s power based in few hands and big differences between salaries show who are at the top and at the bottom of the hierarchy. (Hofstede et al. 2010, 73-75; Hofstede Insights 2017)

*Individualism’s and collectivism’s index* score is 60, which means that Poland is an individualism country. Polish people care more about themselves and their closer family members. At work, individual’s personal merits are more important in management, than team productivity. Employees used to work more as individuals than a team, and each person driven by self-indulgent actions. (Hofstede, et al. 2010, 119-134; Hofstede Insights 2017)

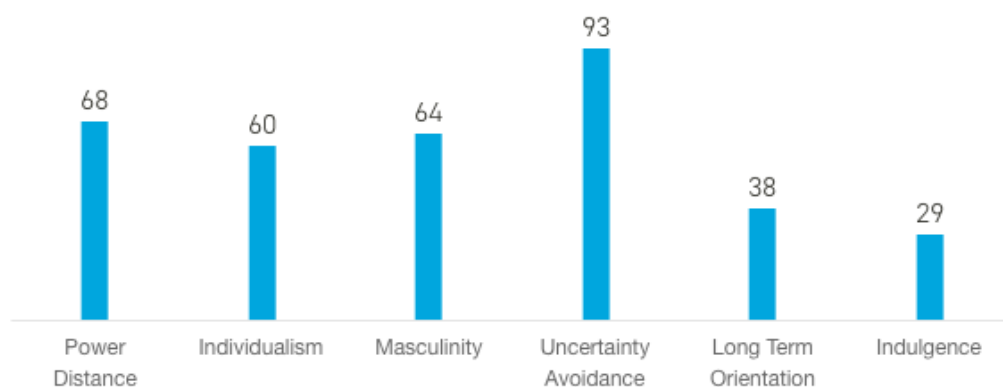
Poland is defined as a *Masculinity* country (score 64). Money and success controls society, people have an ideology to become best of the best in a short time. At work, it is normal to have strong competition, high performance and try to be the most successful employee. The country’s industry is mostly focused on more efficiently, well and fast manufacturing in a big amount, than on quality of population’s life, environment and relationship. (Hofstede et al. 2010, 164-170; Hofstede Insights 2017)

*Uncertainty avoidance* index is 93 in Poland, which is very high. The country aims to minimize unstructured situations with help of strict rules, laws, religious and security thinking to avoid the ignorance and ambiguity. In the working

environment, people are used to work in high performance, being busy and punctually. (Hofstede et al. 2010, 208-213; Hofstede Insights 2017)

Poland is a *Short-term oriented country* as it's score is low, only 38. Society is living frugally and strongly following its traditions, the country is living in the present situation and not investing money in a friendly environment technology, as it is not a priority. People are afraid of shame and being shown in a bad way, employees take a lot of care about their social status and career life, as harmony in both bring success. (Hofstede Insights 2017; Clearly Cultural 2018; Hofstede et al. 2010, 242-246).

With a low score of 29, we could be sure that Poland is a *Restraint* country. People's happiness is possibly restricted by social norms, being different from another could be "wrong" and something out of the ordinary, society will not take you seriously and will think that person is not trustworthy. By showing emotions at work, it leads that person to be seen as weak and his unprofessional side will disturb his working environment. (Hofstede et al. 2010, 294-295; Hofstede Insights 2017)



**Table 1.** Hofstede's model- Poland (Hofstede Insights 2017)

### 3.3 Fons Trompenaars' and Charles Hampden- Turner's the models of seven dimensions of culture.

Professors Trompenaars (1953) and Hampden- Turner (1934) have spent over ten years to complete and publish their research in the first edition of the book "Riding the Waves of culture" 1997. Around 30 companies with departments in over 50 different countries participated in the research, which makes a database consisting of more than 30 000 international participants. The aim of the research was to give a clear understanding of cultural differences in an international organization and to help manage and organize dilemmas into the global versus local insights in the right way. In other word differences between cultures effect on their way of doing business, different countries are doing business differently. Finally, seven dimensions of culture were found, please see picture below (Figure 3.). (Trompenaars & Hampden-Turner 2002, IX- 3; Mind Tools Content Team 2017; Balan & Vreja 2013)



**Figure 3.** Seven dimensions of culture.

#### 3.3.1 Criticism

There were found a lot of similarity between Hofstede's model and Trompenaars' & Hampden- Turner's model, but as well there are a lot of differences too. Two out of seven dimensions of Trompenaars' and Hampden- Turner's model have been found very close to Hofstede's dimensions. Hofstede's Collectivism/ Individualism versus Trompenaars' and Hampden- Turner's Communitarianism/ Individualism and Power Distance Index versus Achievement/ Ascription. This followed that the most criticism Trompenaars and Hampden-Turner got from Hofstede, who claimed them that only two dimensions could be identified. Criticism from others was mostly that model failed to presents a personal characteristics of behavior and research doesn't provide followed recommendations about how to work in a future prospect. (Nguyen 2018)

### **3.3.2 Universal versus particular**

The first dimension describes how people judge other people's behavior. The *universal* country is a rule-based equal society and all people should be treated the same way under the law and regulations. Rules always come before personal relationship. In the *particularism* country people are mostly breaking the rules against their personal behavior and relationship, society is more emotional and each subject becomes more personal. In the business environment, a person will often help their friend or family members to reach the goal, when opposite, the universalists will say it's against the company rule, because the rule is before the relationship. (Trompenaars et al. 2002, 31-49; Mind Tools Content Team 2017; Balan & Vreja 2013)

### **3.3.3 Individualism versus communitarianism**

The second dimension shows how people relates to other people. Do we solve conflicts on an individual or on a community level? Are our own preferences more important than another's or are group's decisions and interests preferable? These dimensions divide countries on an *individualism*- modernizing society and

on a *communitarianism*- traditional society. None of societies is better than another, both are effective and with its own benefits. In an individualism organization decisions are made by representatives and personal responsibility for the work is high. Meanwhile a communitarianism organization makes decision on the social context, work is shared between all members and working life is in the one strong community. (Trompenaars et al. 2002, 50-65; Mind Tools Content Team 2017)

### **3.3.4 Specific versus diffuse**

The third dimension tells about public and private space between people, how cultures keeps separate their public and private lives. A *specific* society believes, that privacy is necessary and it should not to be mixed with public life. In this culture work and private life are strongly separate from each other, business is business and personal life is staying at home. Employees can do their work without a good relationship between each other and people's work quality focuses on an objective level not on the personal. In a *diffuse* society, public and private lives are together, everything is connected, if a person enters a public space it means, that the door is open for the private life too. In business, a new acquaintance would be presented as "a good friend" and strong trustful relationship will be built automatically, relationship between employees is important. Colleagues are spending free time out of work together and your work status is an equal in the personal life as well. (Trompenaars et al. 2002, 81-101; Mind Tools Content Team 2017)

### **3.3.5 Neutral versus affective**

The fourth dimension represents the relationship between people, their emotions, for their behavior and the role of emotions in the business environment. In the *neutral* society people are not easily expressing their emotions and feelings, all reactions are controlled and restrained. In a neutral work environment control of feelings will be a sign of strong and successful person, during a business meeting

discussion will be focused on the object and the result, not on the person who is presenting it. In the *affective* culture, emotions are playing an important role in the strong relationship between people. People are using a body language and are more open with feelings, society is trying to show and act in a positive way. It is the same situation for an organization, negotiation is focused on the presented person, reflection and the voice intonation are important, through them employees are expressing the importance of the situation. (Trompenaars et al. 2002, 69- 79; Mind Tools Content Team 2017)

### **3.3.6 Achievement versus ascription**

The fifth dimension explains how people are according statuses, when one status is achieved by doing and the second is given by being a specific person. In an *achievement* culture, people are receiving their statuses by doing and proving, not by who they are. In a business, a person's performance value is based on his innovation, knowledge and ideas, there is no focus on material and social status. The opposite is *ascription* culture, where status is given by who you are, it is influenced by a person's age, gender, social connections, education and profession, there is no connection with business effectiveness. At work, a better educated employee will automatically receive higher status than another, power and title decide a lot in business meetings. (Trompenaars et al. 2002, 102-117; Mind Tools Content Team 2017)

### **3.3.7 Sequential time versus synchronous time**

The sixth dimension tells how people relate to time and how good they are at time management, different cultures approach time differently. In the *sequential* society, people are good at planning and at time management, everything has its own order and place. In an organization, scheduling and punctuality are important, there are clear deadlines and delays are not welcomed. In a *synchronous* society, nothing else matters during a high importance moment, task loses its importance immediately if something more important happened. In business, people are more



flexible with time and assignment deadlines, work is ongoing with several projects at the same time and employees are imprecise with appointments. (Trompenaars et al. 2002, 120- 137; Mind Tools Content Team 2017)

### **3.3.8 Inner- direction versus outer- direction**

The last and seventh dimension is about how people relate to nature in their environment. Do people control their environment or are they controlled by it? The *inner-direction* society believes that people should to go against the environment to reach their goals and control the nature, be powerful and successful. In business, it is shown through a highly competitive work environment, often seen as conflicts, desire to win and a focus on itself by learning from its own mistakes and-failures. The *outer-direction* society thinks, that people are part of nature and must to go with it, cooperation with the environment will help to reach career goals and there is no need to go against everything. The outer- direction is presented as a strong and long-term organization, cooperation between employees is very important and people are learning mistakes together by receiving and giving positive and negative feedback. The work environment is as one common place, where only together it is possible to win. (Trompenaars et al. 2002, 141-155; Mind Tools Content Team 2017)

### **3.4 Human resource management**

The first-time human resource management term was indicated in the 1980s, and then it grew to become increasingly used in the 1990s. Human Resource Management or simply HR is a functional department within an organization, which is a term as managers' activities in an evaluation of people management. The main focus of activities of human resource management are recruitment and selection, learning and development, human resource planning, provision of contracts, provision of fair treatment, equal opportunities, managing diversity,

motivating workers to achieve improved performance, talent management, payment and rewards of employees, health system, managing cross-cultural issues or international HRM. Human Resource should be very well planned and structured, with a clear strategy platform and knowledge, by which a company will be able to achieve success in an organizational effectiveness. (Foot & Hook 2008, 1-32; Beaumont 1993, 9-32)

In a people –oriented organization HRM takes an important place within the organization’s structure, it is a body of management activities and “personnel management”. In the book “Human Resource Management” Derek Torrington, Laura Hall, Stephen Taylor and Carol Atkinson have presented Human Resource Management’s structure and main skills in five key objectives. (Torrington, Hall, Taylor & Atkinson 2017, 7)

#### **3.4.1 Staffing objectives**

The key is covering the first stage of employment at the company. The correct candidate finding, the right people with right skills for the right position, who will stay at the company for a long time and there will be no more need to fill the position once again. To find the best of the best, employment market research should first be carried out and from that an attractive employment package for employees should be developed to attract them from competitor companies. By finding the best employees, an organization will reach its effectiveness goals and become a stronger competitor for another companies. (Torrington et al. 2017, 7)

#### **3.4.2 Performance objectives**

Once the correct employee was found and started his job at the workplace, it is time to make sure that employee is well motivated and working at his highest level of performance in the specific role. Within an organization there should be a good training structure and career development plan for all employees, such as rewards systems, friendly work environment and the possibility to develop new

ideas will keep employees satisfied at their job. The HR function must be as a good friend to the organization's employees, and should always help and encourage people for the new records and help whom got weaker or lost motivation. (Torrington et al. 2017, 7-8)

### **3.4.3 Change – management objectives**

The third objective is about HR playing an important and significant role in organizational changes and the management of those changes. The HR department should be effective and careful in decision making, so all employees will feel comfortable and that they are treated confidentially, because often changes bring conflicts in the work environment and its structure. (Torrington et al. 2017, 8)

### **3.4.4 Administration objective**

In this objective, HR should demonstrate its administrative skills and facilitate an organization's smooth performance. That includes an accurate data collection of employees' records, achievements and personal information, a clear plan of their attendance, training and terms of employment conditions, in other words, it means all legal activities which are required by a labor law. The HR must provide help, clear guidance and documentation to its employees in relation to legal requirements, such as monthly pay statement, taxation, insurance, pension, maternity leave, health and safety and contract conditions etc. (Torrington et al. 2017, 8-9)

### **3.4.5 Reputational objective**

When all previous four objectives are filled, there is space and capacity to take care of the organization's good and positive reputation. In order to maintain the good brand and reputation of an organization, HR will find itself in need of excellent risk management skills. The reputation objective includes tasks such as avoiding corporate damage through limiting negative media coverage, labor

market maintenance, regulation of good and positive relationship. The HR should also build and maintain the organization's ethical and social responsibility.

(Torrington et al. 2017, 9-10)

It should not be forgotten that HRM has the same responsibility for foreign employees and expatriates as for local employees, all cross-cultural problems should be solved effectively and equally. Trompenaar and Hampden-Turner explain in their book that the most common cross-cultural problems come from too much traditional, unprofessional, non-businesslike and backward managers. In the future, international companies should to attract more intelligent managers and give them further training in cross-cultural awareness, so they learn how to recognize a cultural problem and solve it effectively. *“Companies which succeed in reconciling the centralization versus decentralization dilemma will have learnt how to rotate their employees internationally, how to work in several languages and how to make decisions at many points on the globe and to spread their effects”* (Trompenaars & Hampden-Turner 1997, 189)

### **3.5 Job Satisfaction**

Job satisfaction is based on an individual's physical and psychological needs. Satisfaction could be increased in an organizational productivity; an employee's satisfaction is based on positives outcomes, and on the other side dissatisfied employees will negatively affect the function of the organization (Ikwukananne 2009). Paul Spector (1949) explained in his book about job satisfaction, “Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” (Spector 1997).

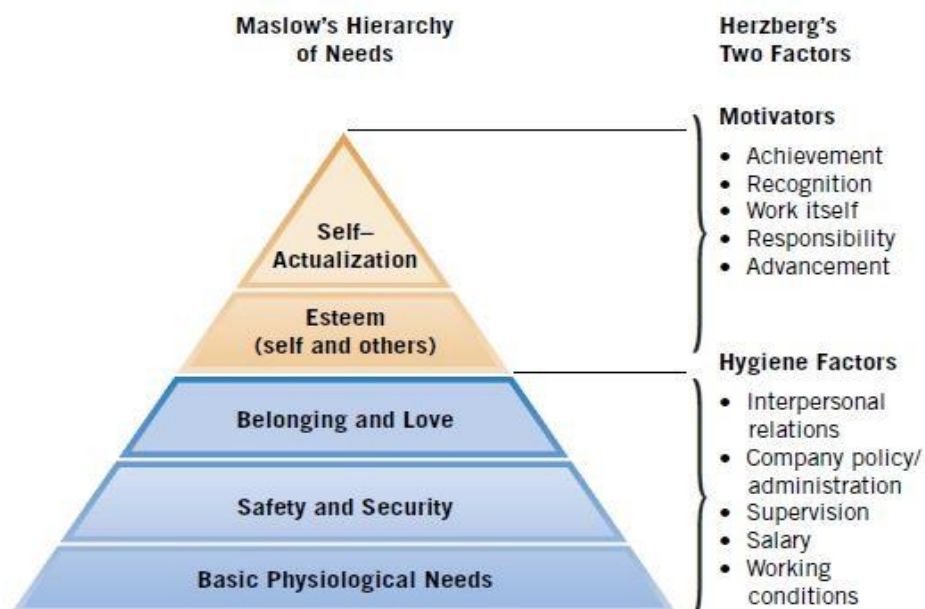
There are several facets, which can be found in the most popular job satisfaction instruments. The facet can provide a picture of people's job satisfaction. Each individual can have a different feeling and need to various facets. For one employee, salary is not so important as, for example, a good work environment

and relationship with co-workers, and the same situation could be the opposite, where money is the lead motivator and nothing else has an importance. (Spector 1997)

The most applicable facets are: Appreciation, Communication, Co-Workers, Fringe benefits, Job conditions, Nature of the work itself, Organization's policies and Procedures, Pay, Personal growth, Promotion opportunities, Recognition, Security, Supervision. (Spector 1997)

### 3.6 Motivation to work

The following paragraph describes factors, which influence on people's motivation at work. In the following picture (Figure 4.), are presenting two main motivation theories: Maslow's Hierarchy of Needs and Herzberg's Two Factors theory.



**Figure 4.** Hierarchy of Needs and two Factors. (HRMP 2018)

Abraham H. Maslow (1908) was an American psychologist, who wrote an article “Conflict, frustration, and the theory of threat” in the psychology journal of the year 1943. In this article, he published an influential theory of human motivation, as known “The Maslow's Hierarchy of Needs”. The previous picture (Figure 4.) illustrates Maslow's pyramid of five human needs, which motivate individuals. It starts from the bottom with the lowest-order need and ends on the top with the highest-order need. It is a hierarchy of superiority, the satisfaction of one need drives the appearance of another need. (Ikwukananne 2009; Maslow 1943; Maslow 1987, 56)

*Basic Physiological Needs*, it is the lowest and the most necessary need, which is driven by individuals physical need. It is based on human organisms need for life, without it, the body could not function properly (water, food, sleep, air, clothes etc.). (Maslow 1987, 15-17)

*Safety and Security Need* includes environmental, physical and emotional safety, stability in life, dependency, protection from danger and risk, freedom from fear, peaceful and safety environment, good and friendly society. (Maslow 1987, 18-20)

*Belongingness and Love Needs* are about relationships, giving and receiving attention from society. Friendship or family, everyone belongs to some group, where they have a place and they feel comfortable themselves. Factors such as love, loneliness and rejection of importance have a very strong effect on this need. (Maslow 1987, 20-21)

*Esteem need* is based on deserving respect from one another. There are two subsidiaries: first is strength, achievement, adequacy, mastery and competence, confidence in the face of the world and freedom. The second includes reputation and prestige. Satisfaction of self-esteem brings feeling of self-confidence and being useful and needed. (Maslow 1987, 21-22)

*The self-actualization need* comes after all previous needs are satisfied, everyone wants to feel themselves on a continuous developing level and not stuck in a continuous loop. This particular need is coming from self- fulfilment demand. (Maslow 1987, 22)

Of course, Maslow's hierarchy of needs has its own exceptions, which are based on differences in culture and nature of people. For some people this hierarchy of needs works in the opposite way, a higher need could be more important than a lower one, for example, self-esteem is more important than love need. By looking at people who are interested in art and innovations, we could see that they are not interested in financial benefit, they want to create and get self- actualization to the higher and higher level. (Maslow 1987, 26-28)

Unlike Maslow's theory, Frederick Herzberg's two factors motivation theory is based on different factors of satisfaction and dissatisfaction. Frederic Herzberg (1923) had another view from Maslow, and as result he created two groups of factors: motivation factors, which only influence on satisfaction, and hygiene factors, which only influence dissatisfaction. Motivators are increasing and decreasing satisfaction and hygiene factors are increasing and decreasing dissatisfaction. Opposite to “satisfaction” is “No satisfaction” and opposite to “dissatisfaction” is “No dissatisfaction”. (Ikwukananne 2009; Ruthankoon 2003; Management Study Guide Content Team 2018)

*Motivation Factors* are achievement, recognition, growth, work itself, responsibility and advancement. Those factors are symbolising psychological needs, such as a job performance, self-satisfactions and self- actualization. Those factors motivate employees to reach a high level of job satisfaction and stimulate them to perform better, if a company has poor motivators, employees will be not satisfied with a job. But before motivation, the hygiene factors should be reached. (Management Study Guide Content Team 2018; Ikwukananne 2009; Herzberg 1967, 113-116)

*Hygiene Factors* are international relations, company policy/ administration, benefits, job security, supervision, salary and working conditions. Hygiene factors related to satisfaction in the workplace and describe the job environment, they remove health risks from the environment of an employee. Hygiene factors are required to avoid dissatisfaction, without those factors, employees will be dissatisfied with a job satisfaction. Factors are responsible for physiological needs, which individuals expect to receive from a good work place and they do not influence the motivation of employee. When the level of hygiene factors decreases to lower than acceptable for the employee, then the level of dissatisfaction reduces. (Management Study Guide Content Team 2018; Ikwukananne 2009, Herzberg 1967, 113)

In conclusion, both factors meet the need of the employee but only “motivators” bring job satisfaction. The Herzberg's theory could underline the fact, that each factor is creating either satisfaction or dissatisfaction in the lineal vision of theory. In each need there should be a balance, as without reasonable structure of the need it could easily bring an individual dissatisfaction. (Management Study Guide Content Team 2018; Ikwukananne 2009)



## 4 RESEARCH METHODOLOGY

This section will present information regarding a potential research method, how data was collected and why this exact way was the most suitable for this study. Also, reliability, validity and limitations of the research will be discussed in the paragraph.

### 4.1 Research method

There are two types of data in a research, primary and secondary data. Primary data means "new", when the researcher collects data by himself for the purpose of the specific study. And secondary data is when information was previously collected for a different purpose, this could be government publications or other summaries. (Saunders 2015, 316-317)

The research method includes two main methods of data collection; they are based on which type of data result the research is looking for. The first one is the *quantitative* research method, when data is collected in numbers and the second one is *qualitative*, when data is collected in words or pictures. Each technique is good enough in its own way and each method is strongly effective in response to a specific research question or topic. To understand which method is best suited for a study and will be chosen for the research, will be explained through the difference between both methods in the next section. (Neuman 2013, 46-47)

*The qualitative method* includes primary data and could be shown in various forms, those could be pictures, interviews, maps, observations, sounds, symbols and documents etc. The result of the method is a rich and large, nonstandard and diverse data set. This method includes two data categories: 1) *field research*, when data is directly recorded/noted down or when people are observed for a specific amount of time, 2) *historical-comparative research*, is when data is collected on events or in the past, or in different countries or societies. (Neuman 2013, 1-52; Saunders, Lewis & Thornhill 2015, 566-568)

*The quantitative method* refers to both primary and secondary data. To present the quantitative method, data should be calculated and analyzed and then presented in numerical form; it is a standardized and compact way to present the study data. (p 496-497, Saunders 2015) This method includes 1) *experimental research*, which could be collected in laboratory conditions or in real life and involves a small number of people divided into groups, each group is treated in a different condition, by what following different answers from groups, 2) *survey research*, collected answers from a large number of people on the same question, 3) *nonreactive research*, when participants are observed but have no information that they are in a study, 4) *existing statistic research*, previously collected data by government or agencies which is used in a new research. (Neuman 2013, 47-51)

After careful consideration, it was decided, that a qualitative research method would be chosen for the study to answer the question “Which factors influence on expatriates’ permanency?”. With help of this method, will be find a large amount of primary data from different prospects of foreign employees, including their opinions and experiences of being foreign employee at company X. At the same time, the study will question participants further in order to establish which factors could help company X to keep foreign employees at the workplace longer.

## **4.2 Data Collection**

There are three different ways to collect data by interviewing candidates. The most formal way is *structured interview*, when the researcher keeps to a strict structure of questions, with the same order and the same wording, so all candidates will get the identical interview. The opposite to a structured interview is an *unstructured* or *in-depth interview*, in this situation the researcher has only topics or issues he/she wants to discuss with candidates and the interview takes place as a guided conversation. In between structured and unstructured interviews is located a *semi-structured interview*, which is the most suitable for the current research study, because each of foreign employee has their own different

relationship with company X and the study should find out more about it. During the semi-structured interview the researcher has a particular list of the questions he/she would like answering, but during the conversation additional questions and topics could develop that would be important to discuss. (Best 2012, 75-76)

### **4.3 Reliability and Validity of the research**

Reliability means that data is stable and will not change after repeating the research many times. Validity shows how well the data suits the reality, how well it represented the real problems and solution, and whether the research was truthful. (Neuman 2013, 212)

Validity of the research means that the questionnaire measured what it supposed to measure. Are results of the research answer on the study's phenomena? Results of this study were received from the qualitative research method. Data was collected by semi-structured interview through virtual conversation. Candidates' personal experiences are the main measure of the study. If there would be chosen other candidates for the research, the validity of the result would have another impact. By having a larger number of candidates, the rate of the validity would be increased. The goal of this study was to explore and understand better employees' motivations and thought in a particular office, the study cannot be represented to match any other companies' offices. All questions were asked to maintain the research problem and find out the deepest understanding of answers on the phenomena. (Horse 2016)

Will the researcher get the similar results after repeating the questionnaire straight after completing it? All candidates for the research have been selected from different countries and with different background information to find out reasons for the phenomena from different prospects. As the research is based on candidates' previous experiences, the result after repeating the interview once again would be the same, because previous experiences do not vary, which confirms that the study is reliable. (Institute for Work & Health 2016)

## 5 EMPIRICAL FRAMEWORK

In the empirical framework, the results of the interviews will be presented alongside a discussion about how candidates answers relate to the theoretical part of the research. Also, at the end of each section potential suggestions for company X will be presented, which will help it to understand the current phenomenon.

The goal of a semi-structured interview was to find out more information about foreign employees' life situation and experiences in Poland, satisfaction at their workplace and their future career plans and goals. As the interview is semi-structured, it has five different sections of questions, to help to determine the factors which have the most influence on expatriates' permanency at the workplace. Each section is followed by common and identical questions which were asked to all candidates, during the conversation additional questions were also asked to candidates as everyone has their own experiences and opinions.

Before starting to contact and interview candidates, a pilot interview was conducted, which allowed the researcher to fix any errors and reconfirm all questions before starting the interview.

As all candidates could have an interview only during their working hours with small breaks between, it was decided to have a chat based interview via Facebook and LinkedIn platform instead of the one individual phone call interview, which helped candidates and a researcher with flexibility and with time management.

### 5.1 First section- Basic info

- 1) Basic information: Nationality, age, degree, length of time at current employment.
- 2) What was the reason for you to join this team in Poland? (Job, family, money, education, career grow)

The first section's questions are related to the theoretical part of Polish economy, foreign students and foreign employees in Poland. Chosen candidates were all from different countries, which helped the study to observe foreigners' experiences from different point of views and gave a better quality of data on how different cultures integrate and interact in the Polish environment. Candidates from six different countries participated in the research: Spain, Sweden, France, Germany, Finland and Ukraine.

For all six foreigners, it was their first "office" related job experience, as situations with job prospects in their home countries are not as positive as they are in Poland. Candidates described the job situation in Poland as fast growing and very diverse, it was very easy and quick for them to get a very well paid job in an international company. Four out of six candidates were exchange students in Krakow and they decided to stay there to get better career growth opportunity after their studies were completed. The other two candidates had different reasons to come to Krakow, the German candidate came because of a personal reason and the Ukrainian candidate arrived as a work migrant.

<b>Nationality</b>	<b>Reason to come to Krakow</b>
<b>Finnish</b>	Exchange student, who decided to stay
<b>Swedish</b>	Exchange student, who decided to stay
<b>Spanish</b>	Exchange student, who decided to stay
<b>French</b>	Exchange student, who decided to stay
<b>German</b>	Personal reason
<b>Ukrainian</b>	Work migrant

**Table 2.** Background of candidates

The data clearly demonstrated on graph (Table 2) that educated young people come or decide to stay in Poland, because of the potential job prospect there. Five out of six candidates were EU- citizens and sixth was Ukrainian citizen, for all of them moving to Poland wasn't a problem, because they have no need for the visa permit. This shows that Poland takes stabile place as promising place for the employment.

## 5.2 Second section- Outside the work

3) Do you have cross-cultural problems in everyday life? Did you find it hard to become good friends with Polish people (tell more about communication outside the work)? Are you single or in relationship (this question could strongly influence on communication with Polish people if person has Polish partner or not)?

The second section relates to foreigners' integration out of the work environment and related to the theoretical part of culture and cultural dimensions. Hofstede's cultural dimension theory helps to evaluate candidates' answers about communication outside of the work in the Polish culture.

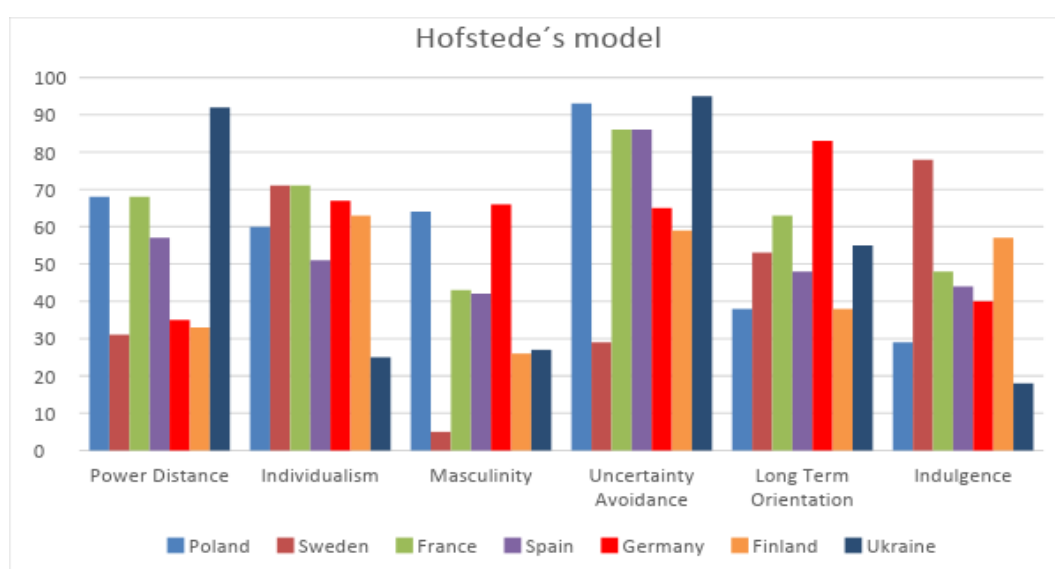
Five out of six candidates found some small differences between Polish culture and their own, only the Ukrainian candidate found there were not any cultural differences, as these countries are close to each other in all aspects.

Five out of six (except Ukrainian, because their languages are very similar) candidates found difficulties in building a strong relationship with Polish people, language was the main barrier for this. It was found that variables such having a Polish partner, common hobbies or knowledge of the Polish language helped candidates to make more Polish friends.

In the following graph (Table 3.), all six countries in Hofstede's cultural dimension model are presented. Here all cultural differences between countries

could be seen and the interaction problems understood. In Power Distance, the closest to Poland is France; in Individualism, all five are close to Poland except Ukraine; in Masculinity, Germany is the closest to Poland; in Uncertainty Avoidance, Ukraine is the closest; in Long Term Orientation, Finland is and in Indulgence once again Ukraine. The table clearly divides the graph on two groups; the first one includes Poland, Ukraine, France and Spain and the other one Sweden, Germany and Finland. It is demonstrated that the second group of countries experience a higher cultural diversity to Polish culture, than countries from the first group.

One of the suggestions for company X, would be to organize Polish language and culture lessons for foreign employees within their office. Those types of lessons can help foreign employees feel more confident and comfortable in the Polish environment, they will better understand the culture and have less of a cultural shock and possible misunderstandings. Another suggestion is to organize some common hobby courses within the company or to provide a list of all possible hobbies in Krakow to foreign employees for their interest. With this help, foreigners can find more friends with the same interest and find their own community to belong to.



**Table 3.** Hofstede's models, 6 countries

### 5.3 Third section- At the work

The third section presents information about foreigners working life experience in the office and how confident expatriates are in a foreign work environment.

4) Please explain what your work community experience is like. What were your first dates at work like, how it was and did you receive enough training for work and for your relocation to Poland? Have you received satisfactory help from the company, HR? Did you find any problems or hard barriers for foreign employees at work?

Questions under number four were specified on Human Resource Management's theoretical part. The purpose of those questions was to indicate HR main activities, which play a big role for foreigners in their working life at the office. Questions also present information about how successful the Human Resource department is within company X.

All of the six candidates spoke very positively about their first days in the workplace, the working environment felt like a big family and everybody received enough help from their teams to settle down and feel comfortable in the office. Three out of six candidates mentioned that there could be more specific training organized, which would prepare better candidates to start their job-related functions.

In the company the Human Resource Department is working effectively, but could perhaps be structured better; two out of six candidates found it confusing and were not sure in which situations they should contact local Krakow HR or the main office Warsaw HR.

In addition, all foreigners were missing some information from HR and help regarding legal documents. Candidates found it easier to look for help from their co-workers or friends outside of work. The main problems were completing and



understanding documents such as tax declaration, pesel- number and private insurance forms. All documents are written in Polish and an English language copy is not provided, which makes it impossible for foreigners to complete the documents by themselves.

It can clearly be seen that the Human Resource Department has not successfully achieved or filled its main activities in terms of Performance and Administration objectives. HR should make it more clear how to act in different situations and who should be contacted in those specific situations. All information must be presented with clear instructions and be available in an appropriate language for a foreigner, for example in English. This will make foreign employees understand the situation better and not be afraid that something is missing or is wrong. Employees will have clear knowledge of everything and be more confident in all situations. In a best way each new started should to receive on-boarding programme, where all administrative work and structure of the company are explained.

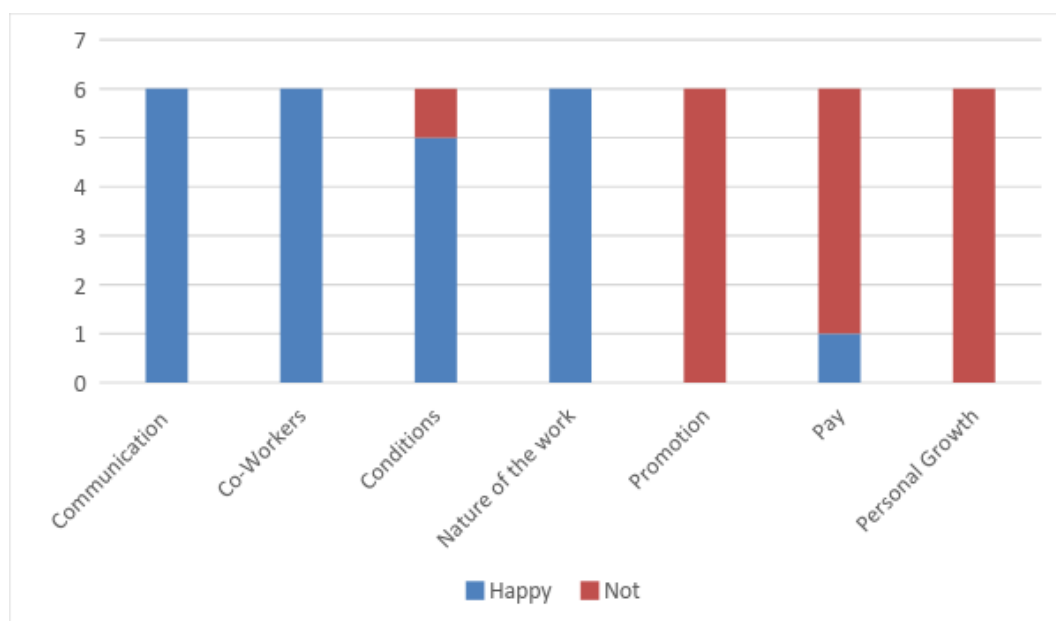
5) Are you happy with work life here? (working hours, salary, team, work, structure, career growth) How long have you been at the same position? Do you think that career grow in the company is possible and you have a lot of possibilities for it?

The purpose of the questions in section number five was to demonstrate foreign employees job satisfaction at work. These questions are related to Paul Spector's Job Satisfaction theory evaluation. A satisfied employee will be happy with work and stay for a long period of time at the company, these questions helped to get better information about which variables did not satisfy foreign employees in the office.

All six candidates agreed that the working structure is very well planned. They were very happy with working hours, breaks, team communication, co-workers

and benefits (private insurance and sport card), work itself is not pressured and the working atmosphere is quite relaxed. One of the candidates mentioned that the workplace could be more comfortable, there was no health-related equipment, for example a standing desks, a base for the computer or a big air ball for sitting on.

Everyone mentioned that the salary level could be higher. The current salary is good enough to live a comfortable life in Poland, but not enough to travel abroad. For five out of six candidates (Finland, Sweden, Germany, Spain and France), salary is a financial barrier, when it is time to visit their families and go back to their home country. Costs in those countries are much higher than in Poland and the Polish salary is not enough there. The next problematic variable for foreign employees was career growth. Answers showed that all six foreign employees do not see their future in the company, because there is no potential and prospect for growth within the company. Expatriates found it much easier to develop themselves outside of the company, by accepting better external offers from other companies in order to develop their career.



**Table 4.** Satisfaction ratio

Company X has a clear gap in job satisfaction for foreign employees, this clearly demonstrated on previous graph (Table 4), blue color shows satisfaction at the job

and red dissatisfaction. Not all facets are achieved and completed, which makes foreign employees feel unsatisfied and uncomfortable in their job, resulting in them starting to look for jobs with better levels of satisfaction outside of the company. One of the suggestions could be to create more employee promotions and new job opportunities, so employees will feel they are developing and are not stuck in the same position. In addition, there could be some salary increases or a bonus scheme, so employees will not feel that there is a better paid job for the same tasks. Items and activities to encourage a more relaxed and healthy workplace could be organized within the office, so employees do not need to bring their personal goods with them.

- 6) Does the Polish work environment have differences from your home countries' work environment? Please explain them if yes.
- 7) Did you find work here more collectivism or individualism? Does social status influence your work? Are you friends with your co-workers in your free time as well? Is the workplace equal to all genders? Is there a strong hierarchy at work?

Questions under number six and seven are responsible for the cultural dimension's theoretical part. Questions are strongly related to Hofstede's and Trompenaars' & Hampden-Turner's theories at the workplace. These theories will help to find differences between Polish and foreigners' home countries work environment and how foreigners adapt them.

For each candidate, it was her/his first job experience, it was hard for them to identify the differences between the working environments, but still there were a few. As company X is not originally a Polish based company, there are international regulations and policies, which are followed by everyone globally. There were no findings of any Polish cultural influences on the office life as everybody was working in an international environment.

All six candidates agreed that work in the office is on individualism level, but at the same time it is also communitarianism, because everyone is working as one big family and are ready to help each other at any time.

Company X is related to small power distance and universal culture, as everyone confirmed, social status does not affect work and there is strong equality between genders and no hierarchy.

Everybody in the office is treated in the same way and only your personal performance matters, which shows that the work environment is an achievement one. Only one candidate felt that colleagues with more rarely or needed languages were treated better and got better benefits. In addition the Swedish candidate underlined, that even though the working environment is equal for all genders, there is still influence from Polish culture, for example: males always let females go first and open doors for them.

Everyone confirmed that the working environment is not pressurized and is very relaxed, which makes the company's function a low uncertainty avoidance regulation. A French candidate mentioned that company X cares a lot about personal development and work quality, as opposed to her home country companies. That observation confirms company X's femininity and long-term orientation.

The question regarding friendship with co-workers, was responsible for diffuse and specific dimensions. All candidates said that you do not need to have a strong relationship with a coworker to work together and it's enough to communicate on a professional level, this factor presents the office in specific dimension. On the opposite side, everyone said that they are good friends with co-workers and spend a lot of free time together, which confirms that the work environment is also diffuse.

One candidate found there was a difference in the time management between the Polish and the French environment. In France there was no strict time scheduling

and planning, the opposite was found in the Polish office, where everyone leaves work at 5 pm and breaks are only 30 minutes. This observation reconfirms that company X's work environment is sequential.

Regarding theories of cultural dimension at the workplace, the research strongly identified that candidates have not experienced any difficulties and were very satisfied with the company's policies and rules. All employees, Polish and foreign, had great international communication between each other, with no cultural conflicts or misunderstanding between employees. That underlines company X's great responsibility for international communication.

#### **5.4 Fourth section- Future perspective**

8) Do you see your future at this workplace? Why, why not? For how long are you planning to stay in country and what are your plans for future?

The fourth section is covering motivation theories of Maslow and Herzberg. This section helps to understand better what motivates and drives our expatriates at work and what their plans are for the future. This section included a lot of additional questions as everybody had their own opinions about work, motivations and plans.

As previously mentioned in the "Job Satisfaction" section all candidates experienced difficulties with their salary level and would have liked to have a higher salary. This situation has a direct and negative impact on the Hygiene Factors from Herzberg's theory and is a dissatisfaction of Basic Physiological needs as per Maslow's theory. Unsatisfied employee already in this level, have less motivation to stay in the company.

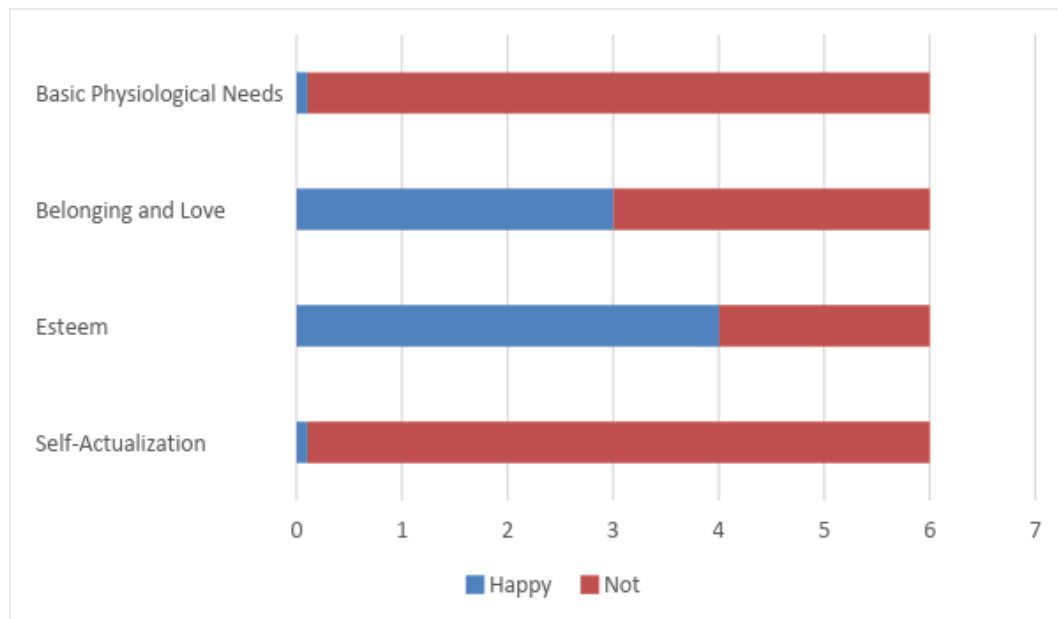
Three out of six candidates were missing their homes and families and one of them felt lonely, as her family and boyfriend weren't in the same country. The other three candidates were in a current relationship with a local person and did

not feel they were missing any belonging and love need. This observation showed that single people are less motivated to stay in Poland for a long period time.

Two out of six candidates felt that 24 days of holiday in the year is not enough to visit their family abroad. Candidates wished to have more flexibility with days off, so they could travel home and not be alone at Christmas. This variable is a Motivator factor of Herzberg's theory and it is not a good enough benefit to encourage foreigners to stay in the company. At the same time this variable is related to belonging and love theory of Maslow, expatriates are experiencing loneliness and are less driven to work abroad.

The main and the most negative variable of candidates' motivation, was a perspective in a career growth. All six candidates said that they do not see their future in the company, the reason for that is no career growth and poor self-development opportunities within the company. This part showed that foreigners are not satisfied with the Motivation factor and they are feeling stuck in the same position and not realizing the Self- Actualization need at all. This variable makes foreign employees to think more about changing working place, to an organization where they can grow and develop.

Four out of six candidates decided to leave or will soon be leaving the company, the reasons for that were better financial offers and better career prospects from another company, only one candidate decided to leave company because of personal reasons. Company X didn't try to make changes in order to keep foreign employees in the company. Company X did not issue enhanced counter offers after they heard that employees were leaving and had accepted another offer.



**Table 5.** Motivation to work

The fourth section clearly showed that foreign employees are missing a lot of motivation variables and they do not feel fully satisfied with their career growth, please see graph above (Table 5). The graph above shows that only blue color numbers are happy with their need, there is clearly unproportionable in a hierarchy of needs, as the red color (not motivated employees) is a major of the table. As a suggestion, there could be more flexibility with working hours, for example working from home, so candidates could travel to home more easily and not to feel overloaded after their return to work. Also, there accrue time off in lieu, for example to work and receive an additional day off, this suggestion could help foreigners with travel to home and decrease levels of loneliness as well. As was previously mentioned in the “Job Satisfaction” section, there changes should be made to the company’s career growth structure, self-development and salary level with bonuses. A negative and unsatisfied discussion about self-development and career growth was mentioned almost in each section, this strongly shows that company X needs to immediately start to work on this issue as employees do not see any interest and motivation for the current job.

### 5.5 Fifth section- Innovations and Ideas

- 9) What do you think could be useful to know for future expatriate at your job?
- 10) What do you think could make foreigner employees stay longer at the company?
- 11) Person could give own idea after each question, what they think could be useful.

The fifth and the last section's purpose was to hear expatriates' feedback and ideas for company X, what could be improved, how company could attract more foreign employees and what would make the work abroad more comfortable for expatriates.

All foreign employees presented good suggestions for company X. The main and the most important was a better self- development plan with better career opportunities, the company should work on this, to create an attractive career development plan, if it wants to keep foreigners in the company. A better level of salary will attract more foreigners to join the office. More flexibility with days off, as foreigners feel that they should receive longer vacation, as their families are located too far away and it takes a longer time for them to travel to the destination than for locals. The last one was an advertisement, to attract more foreign specialists to Poland, there should be more media about job opportunities there and the company should offer a good relocation package for all foreigners, so moving abroad would not feel difficult at all.



## 6 CONCLUSION

The aim of this research was to determine which factors influence on foreign employees' permanency at company X. With the help of factors' determination, Company X could learn how to retain foreign employees at their work place, ensure they are more satisfied and attract more potential foreigner workers to the company.

The theoretical part helped reader to understand better the situation's background and to see the whole conception of foreigner employees in Poland. The theoretical chapter focused on factors which influenced employees' motivation and satisfaction at the workplace. As well as the theoretical part, cultural difference within organizations and Human Resource department activities were also discussed. With knowledge of presented theories, results of the research were carefully determined and analyzed in the best prospection for expatriates point of view. After the research was completed, many variables were found, which made current foreign employees feel not satisfied enough or motivated enough to continue their current job at company X. The main reasons for that were no potential career progression within the organization, low level of salary, strict rules regarding holidays, anxious feeling of loneliness and not belonging. All these factors have a negative effect on an organization's ability to function. The general and the most power result of the research demonstrated that four out of six candidates decided already during an interview process to cut their employment at company X.

The study should help company X with to fill a knowledge gap regarding foreign employees' life situation and understand their position better. In addition, suggestions were presented based on a number of theoretical frameworks and from ideas from interviewed foreign employees about what could be improved to make the workplace more attractive. Company X should invest more into the motivation of employees and introduce some changes to the Human Resource

Department. Everything possible should be done to ensure foreigners' work life is as satisfied as it can be. In a conclusion, it could be said, that research was successful and reconfirmed researcher's first assumptions regarding results and study for company X.

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## **APPENDIX**

### **An Interview Questions**

Please answer on open questions below. Remember those are open questions and I'm looking for your own experiences and opinions. Please do not write your answers in one sentence. Everything is anonymously.

#### **Basic Info**

- 1) Basic information: Nationality, age, degree, length of time at current employment.
- 2) What was the reason for you to join this team in Poland? What was the reason for you to move to Poland? (Job, family, money, education, career grow)

#### **Outside the work**

- 3) Do you have cross-cultural problems in everyday life (paying bills, rent, shopping, travel, language barrier, cultural shock)? Did you find it hard to become good friends with Polish people (tell more about communication outside the work)? Are you single or in relationship (this question could strongly influence on communication with Polish people if person has Polish partner)

#### **At the work**

- 4) Please explain what your work community experience is like. What were your first dates at work like, how it was and did you receive enough training for work and for your relocation to Poland (company X)? Have you received satisfactory help from the company, HR (help with documentations, advising with Polish labour rules)? Do you feel that you needed to look for the more information by yourself and ask for the help another person, not HR? Did you find any problems



or hard barriers for foreign employees at work (that could be filling documents, tax-cards)?

5) Are you happy with work life here? (working hours, salary, team, work structure, career growth, self-development) How long have you been at the same position? Do you think that career growth in the company is possible and you have a lot of possibilities for it?

6) Does the Polish work environment have differences from your home country work environment? Please explain them if yes.

7) Did you find work here more collectivism or individualism? Does social status influence your work? Are you friends with your co-workers in your free time as well? Is the work place equal to all genders? Is there strong hierarchy at work?

### **Future perspective**

8) Do you see your future at this work place? Why, why not.

- What was the reason for you to leave this job at company X? Did new company contact you or you applied for another job by yourself, what was the reason for it? Did company X try to keep you, did you get counter offer? (Those are additional questions, if candidate decided to leave the company X)

Do you see your future life in Poland or are you planning to relocate somewhere else, back to home country, why?

### **Innovations and ideas**

9) What do you think could be useful to know for future expatriate at your job?

10) What do you think could make foreigner employees stay longer at the company?

11) What could attract more foreign employees to join your team in Poland?