

**Increasing entrepreneurial spirit in immigrant owned businesses
in Finland**

Case study: Harnssen International OY

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<p>Today the world is small and dynamic .The entrepreneurship start-ups in Finland is above the EU standard however the survival rate is two years following their commencement.</p> <p>Once a business is up and running, the threat of losing the entrepreneurial spirit looms in the company’s atmosphere. The employees aren’t as passionate and enthusiastic as they were when they joined the company hence the mission that was once the driving force is nothing more than just a mere get it over and done with job.</p> <p>The purpose of this thesis is to identify the rewards, recognition and motivational tactics that can help boost the entrepreneurial spirit of the employees. Based on the survey conducted, the research discloses that the type of reward, modes of recognition and styles of motivating the employees affects the company in a significant way. The structure in growing businesses needs regular adjustment to hold clear communications and definitions of responsibilities. Trust between management and employees also play an important role in the overall performance of the company.</p> <p>The data collection is based on theories related to the findings from the distribution of the questionnaires in order to assemble quantitative and reliable data which were distributed to SME’s in the southern region of Finland. My findings will help them give suggestions on how the different approaches help in stabilizing the entrepreneurial spirit.</p>	
<p>Keywords Entrepreneurial spirit, reward, recognition, motivation</p>	

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1 Introduction

Entrepreneurs are everywhere doing just about anything and everything one can think of. They invest their life savings or reputations with the intentions of becoming rich and famous, some wish to make their lives and loved ones lives better off, raising the standards of their living. Others seek adventure with the aim of trying to challenge their capabilities (www.dallasfed.org).

Over time studies have shown that progress in the entrepreneurial field has been significantly advanced by bold people who are entrepreneurial and innovative minded, able to exploit opportunities and willing to take the risks to the next level. Entrepreneurship has contributed to the economic and business development in Finland, with the act of transforming ideas into business opportunities as the core point of entrepreneurship. As any business grows, change must be embraced and integrated in the business which must be managed in order to move forward and potential conflicts arising hence flexibility would be a major component in the entrepreneurial growth.

Entrepreneurs are also discovering that it is quite difficult and more challenging in managing established businesses than managing new ones. They realize that in order to maintain the company's growth and success, they need to reenergise the whole team otherwise they reach a point in which the business is unable to grow further or it can grow but other measurable entities for instance entrepreneurial level shrinks(ibid).

Small businesses have been viewed since the II World War as a symbol in the society, as the most suitable identity where employees can manifest the willingness to act as owners and the local market setting the limitations for the products and services provided (Kaplan 1948, 3-4).

1.1 Immigrant Entrepreneurship in Finland

Industrialization in Finland was boosted by the foreign entrepreneurs and their extensive knowledge. In the 18th and 19th centuries in Europe, the entrepreneurs were not stationed in specific areas therefore moved around seeking opportunities to use their skills. Some chose to settle in Finland and establish their businesses which overtime

had minor effects on the Finnish economy. Even after the II World War and independence the investments from foreign companies were still minimal due to the Finnish population being reserved and the remote geographical location for a market area (www.stat.fi).

In the 20th century the Finnish legislation amended the policy restricting foreign ownership and new policies were taken up to attract foreign capital and as a result many foreign companies and entrepreneurs have invested in Finland boosting the economy and opening up new markets for the Finnish products and services (Yrkkö, Joronen & Anttila, 2002,67).

Entrepreneurship in Finland became the gateway of solving the mass unemployment in the early 1990's recession which later on spiked the need to encourage and support foreign entrepreneurship due to the rise in immigrant unemployment even as the overall employment situation improved. The level of business activity among immigrants was boosted by the authorities encouraging the running of small businesses in Helsinki (Joronen T.1997, 131-132).

Finland in the early 1990s, only 1% of the population was of foreign nationals and as of 2006 the population of foreigners increased to 2.3% and as of 2009 it was estimated to be 2.9%. Finland is known to have the least number of immigrants in the EU27. Thus Finland has never really been in need of foreign labor as compared to neighboring countries like Sweden and Germany (www.stat.fi).

The number of foreign owned businesses has doubled since 2001 to 2006 according to the Helsingin Sanomat of 14th December, 2006. According to Statistics Finland and the Trade Register, Finland has around 5,600 small businesses owned and run by foreigners. Foreigners are more willing to start a business than native-born Finns. Looking at the percentage of entrepreneurs out of the foreigners who are employed is 16 % while in the whole population the figure is 10% which is lower by 6%(HelsinginSanomat, 14/12/2006).

Due to the available good working conditions Finland has attracted many foreigners with a strong will who have managed to overcome the language barrier. Finland has come to terms with the fact that when the baby-boom age group-(after the II world war increase in population) which ensured adequate labor supply then, retires it will have shortage in labor as the younger generation is unable to fill their shoes. Hence the warm welcome to foreigners as even the government in 2007 with Matti Vanhanen as the Prime Minister amended the policies from policy on aliens to policy on immigrants (www.stat.fi, www.virtualfinland.fi).

In Finland a business is viewed small if it has less than 50 employees and either an annual turnover of maximum 7€ million or a balance sheet total of maximum 5€ million. Harnssen International Oy is among the young entrepreneurial companies. Therefore I decided to conduct a research to find out how the entrepreneurial spirit can be boosted in small businesses (www.virtualfinland.fi).

1.2 Description of the commissioner - Harnssen International Oy

1.2.1 Introduction to Harnssen International Oy

Harnssen International Oy is a small, international company holding its offices in Helsinki, Finland. It provides services in important areas of the economy with specialties in sourcing, serving needs of independent contractors, businesses and administrative services which take off the load on the contractors, making their business life easier and better to enjoy their profits (www.harnsseninternational.com).

Harnssen International is a Limited Liability Company with other names as Harnssen Palvelut (caters for combined facilities and support activities), Harnssen Tech (caters for information technology services), Toveri Club-(online sales and Marketing agency) Klurz (online shop) and Harnssen & Associates. In order to provide the best to their esteemed clients, Harnssen International partners with their National and International Associates & Partners making it easier for them to serve their international customers (www.harnssen.com/sv.html).

1.2.2 Business Lines

The services Harnssen International provides are unique and vast opportunities to many organizations and individuals worldwide as it caters for both business and individual needs providing economical and quality solutions. They include:-

HR & Consultancy

They provide sourcing, screening and selection which is got from their rich data bank, organize and design advertisements and finally conduct HR interviews to facilitate the clients with appropriate employees. They also supply Clients with Salary Surveys and complete HR, payroll, personnel and outsourcing system upon request. They are; training, recruitment, HR and management consultancy, payroll and outsourcing services and market research.

For instance taking up the market research, some companies would like to invest in the African market but have no knowledge about it hence conduct a research which is time consuming when they opt to outsource the task to Harnssen International Oy, they step in and provide the information the company requires therefore saving time and energy.

Harnssen International Oy has the obligation to serve both parties consultants and employers in that provision of beneficial choices that meet their needs individually and as a family hence receiving career advice, job placement and training. Whereas for the employers' expert, customized, scalable workforce solutions are employed to improve operations and productivity (www.harnssen.com/hr.html).

Empowerment & Education

Harnssen International has been providing placement programs to university students and fresh graduates who lack the work/life skills needed to jumpstart their careers. The programs are designed to focus on the 21st century critical skills equipping youth to enter the job market with confidence and or start their own small business. Fresh graduates lead and develop career paths which are successful and gain quality employment in the competitive job market as the ultimate goal which is via the aid of other parties and partners across the globe (www.harnssen.com/emp.html).

Innovation & Technology

Harnssen International Limited via Harnssen Tech contributes to the shaping of the global button for both National and International Producers and consumers. ICT services provided range from website solutions to computer training and development which include Data processing services, ICT related consultations, eMarketing & sales, Feedback management services, Database analysis, Design and Implementation, Sale and installation of IT & communication equipment.

The agency for instance provides Mobile Handheld Design solutions & embedded systems Development Services. On demand provision of Hardware development, system development software, migration and Integration services for embedded systems, hardware and software selection consultation, Testing & quality assurance for windows CE/Windows Mobile/Linux/Android based handheld devices (www.harnssen.com/it.html).

Leisure & Recreation

Harnssen International Limited acts as an umbrella for remarkable Hotels and leisure spots globally. Leisure and recreation are both important elements of balance and healthy lifestyle. Today most people have embraced fast life styles in which they need to get away from, the day to day routines thus leisure and recreational components provided by Harnssen International are what one needs for a balanced and healthy lifestyle which give one the sense of identity, personal growth and self expression, with increased learning opportunities and needs satisfied in peoples non-leisure time.

The company via Toveri club achieves the objectives of providing an overall quality of life to the customers as it is an online sales and marketing agency which helps customers receive services required (www.harnssen.com/leisure.html).

Industrial Services

The provision of safe and efficient sources of energy helps to protect and save the environment thus Harnssen International is in the fight for a clean safe and green environment. Thus it is involved in training planned and arranged in waste management

and recycling a process it teams up with its partners worldwide (www.harnssen.com/industrial.html).

1.2.3 Company Structure

Harnssen International has a Board of Directors who is responsible for the company's well-being, which consists of non-executive directors. The composition and appointment of Harnssen International Board of Directors is governed by the shareholders agreement since the company is a Limited Liability Company.

The Board thus consists of the Chairman of the Board, Non-executive Directors and Executive Director. Whereas the Executive management consists of the vice General manager (regional), Financial /business officer, Human Resource Officer, Supply Chain and Administration Officer, Information technology Officer and last but not least Customer Care Officer. Employees under management are 10 in number.

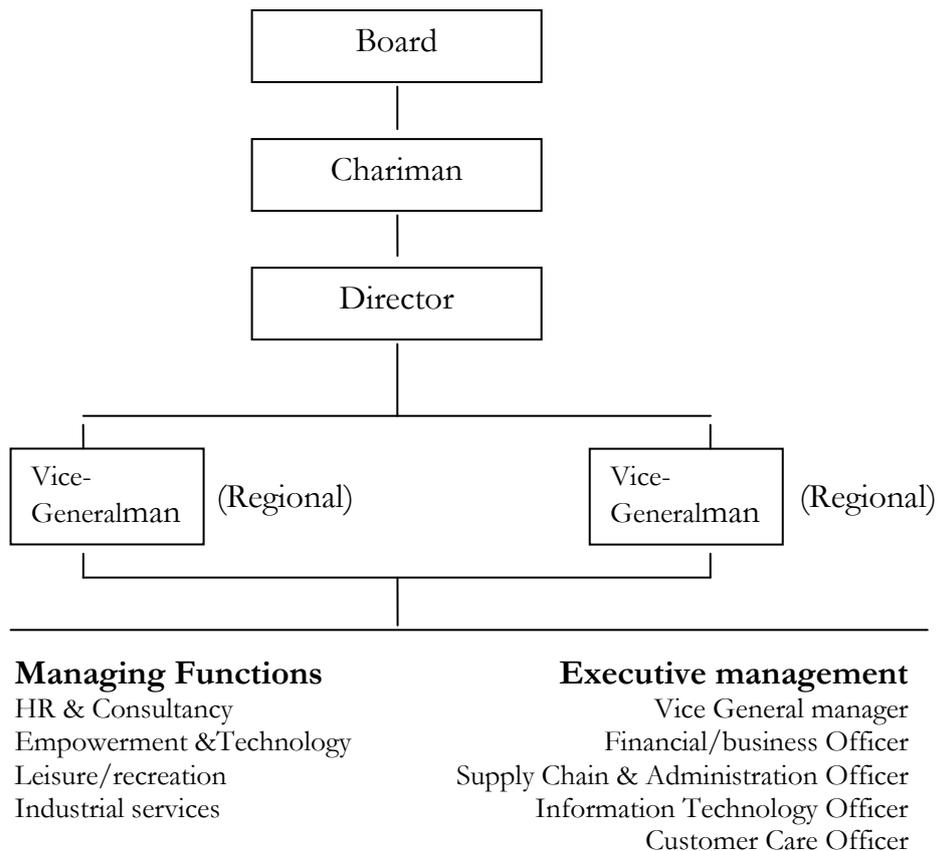


Fig.1 The Company structure (www.harnssen.com/gov2.html)

Harnssen International Oy, over the past two years has had good sales and the overall annual turnovers were excellent though a slight decrease. This is an indicator that the company is in its comfort zone. Thus in order to improve this situation the entrepreneurial spirit has to be boosted back into the company's atmosphere where the employees no longer work just to get things done around the office, but they strive to work even beyond their job descriptions contributing to the increase of profits because they have the entrepreneurial spirit burning within them.

At times people are glad to accept the rule that what they do not see, will not harm them and hence become contented in the comfort zone "sit back and relax" and hope that competitors will not steal a march or shareholders demand scalps. The truth however, is painfully different with many demands placing pressure on services and operations there is no longer room for the comfort zone therefore the entrepreneurial spirit motivation needs to be implemented.

1.3 Research problem and research questions

The entrepreneurial spirit is the motivation that drives the desire to discover and try something new in order to build businesses as risk taking is what helps make successful entrepreneurs (Frane Adam, 2005, 109).

Growing is part of the inevitable change that takes place in a business especially in terms of employees as they are the most important resource for any company. They are to be maintained and utilised just like any other resource and if they are not there is the shift in the scale of the business for instance people are not well informed, feedback is not provided on the regular, and less time is used in developing people and expecting the employees to perform a wide range of duties and expect the sales to spike would be pushing the envelope too far (McAfee B, Quarstein V, Ardalan A, 1995, 8).

Thus the employees being the most critical system elements, the human resource have the obligation to recruit, develop, motivate and retain them. As the business grows the stimulation and reinforcement is no longer provided to the employees hence the ideal traits in the employees are not followed up or encouraged and end up undeveloped.

This implies that the human resource management department's task of boosting the entrepreneurial spirit within the business is not well stressed upon (Ibid).

The research will try and investigate how the entrepreneurial spirit within a foreign entrepreneur's business can be boosted by the human resource management's reward, recognition and motivation strategies.

The sub-questions developed to guide and support the research include

- What kind of reward and recognition systems may be practiced to increase entrepreneurial spirit among immigrants in Finland?
- How does Harnssen International Oy create entrepreneurial spirit among its workers?
- Which strategies could Harnssen undertake to increase its workers entrepreneurial spirit?

My study is on the concept of increasing the entrepreneurial spirit among SMEs' in Finland. I will use a number of SMEs' for my research in order to compare the available practices and then use the best alternatives for bench making as the focus will be on understanding the employee-employer relationship status. I will therefore acquire more information from the research which may be used to suggest to Harnssen International Oy which is my case study.

1.4 Structure

I begin my thesis by explaining the topicality, purpose and limitations of my research in the introduction chapter. In the second chapter (2) I first explain the definitions of entrepreneurship, small businesses in Finland then the general overview of Harnssen International OY.

After giving the above background information the preceding chapter covers the human resource management the activities, focusing on two factors that are identified in improving the entrepreneurial spirit, which are rewarding, and motivation in chapter three (3). The last part of my paper, chapter four (4) describes the research method used and the findings and conclusions of the research.

2 Entrepreneurial spirit in Small and Medium Size Enterprises

2.1 Entrepreneurship

Different scholars over the years have come up with different insights on the concept of entrepreneurship. Entrepreneur is a word that dates back in the late 1940's. It is originally a French word which appeared in the sixteenth century as "*Entreprendre*" with the definition as "undertaking something". Richard Cantillon (1959) an Irish economist defined it in the English version dictionary as "a person engaged in projects involving risks where profit is uncertain". Block (1989) defined it as "the process of creating or innovating new products within new or existing businesses". Kanter (1985) on the other hand defines it as "a creation of new combination-practice or activity of creating and innovating (Kuratko & Morris, 2002, 40).

The functional approach of defining entrepreneurship is what an entrepreneur does while the indicative concept describes it in terms of one's legal status –contractual relations with other parties. Entrepreneurship is therefore the act of an entrepreneur specializing in taking judgmental decisions about the coordination of scarce resources and an entrepreneur is someone who just knows how to make money fast (Mark Casson, 2003, 19-20).

Today the word entrepreneurship is in everyone's dialogue such that it has gained popularity as a technical phrase in management and economics. According to Block (1989, 159) defined entrepreneurs as individuals who are indulged in the act of entrepreneurship as a process of creating new products within new and existing businesses while Kanter (1985) defined entrepreneurs as the creators of new combinations- the act of practicing creation. Entrepreneurs bring about change while creating new opportunities by scanning the business environment in order to spot more opportunities in which new tactics can be used by use of available resources (Landström & Johansson, 2001, 52).

In order to be a successful entrepreneur one has to be courageous and a risk taker who tackles risks and uncertainty by identification of opportunities while gathering resources in order to capitalize on achieving profit and growth for the business. Entre-

preneurs use their businesses as tools of self-expression for at the back of their minds the limits to their success may be imposed by the entrepreneurial spirit, creativity and goals (Zimmerer & Scarborough, 2006, 4-8).

2.2 Entrepreneurial spirit

The Entrepreneurial spirit is the natural inclined behavior of the manager or employee in knowledge-intensive enterprises to identify opportunities, organize various resources in order to create added value that solves the demand query (Ulijin, Drillon, Lasch, 2007, 103).

The entrepreneurial spirit is a driving force that comes from within an individual enabling him or her be creative and venturesome as thinking is done unconventionally in a different new perspective. The entrepreneurial spirit enables the individual to build his empire from scratch finding the required resources to build, willing power to overcome obstacles, perceive opportunities that others see in retrospect and hence envision its completion. Thus we can say entrepreneurial spirit is more than just mere dreams, it pursues the goal of getting things ensue as an effect (Hodgetts. R. M., Hegar. K. W., 2005, 562).

Entrepreneurial spirit in short is the willing desire to take risks and invest all one has in any ideas or projects that an individual sets his or her mind to make it happen though they encounter discouraging times they believe the fun is only commencing (Dietlin L. M., 2001, 22).

The Entrepreneurial spirit according to Jim Houtz “Is one of the most important valuable assets that needs to be looked into often as once it’s lost its nearly impossible to get it back” thus we can say that it has to be nurtured from the word go (Houtz J. H, 2001). Therefore we can describe the entrepreneurial spirit as the driving force of a company that is shared by the entrepreneur that helps both management and employees identify and respond to opportunities in new ways.

2.3 Factors affecting the Entrepreneurial spirit

The top management plays a vital role in encouraging the entrepreneurial spirit as they need to be more receptive to new ideas in that they understand the value of supporting ideas and communicating them (Hodgetts. R. M., Hegar. K. W., 2005, 562-563).

Employees want to do intellectually challenging or stimulating work, in a pleasant environment where efforts are recognized while still allowing time for a life outside work thus the entrepreneurial spirit becomes an atmosphere in the work place (ibid).

Studies have shown that employees, who are engaged more in their work take pride in the companies they work for, are more likely to build their careers within their companies, are happier with their compensation and tend to enjoy working. Such employees are more positive, profitable, safer (they have the job security), create stronger relationships with the customers hence the entrepreneurial spirit is boosted (ibid).

Engaged employees are they that have a strong emotional connection with the organization which causes them to exert greater discretionary effort at work. They work with passion and feel a profound connection to their company. There is a real link between the employee engagement as companies that have such employees they experience higher employee retention rates. They that leave the companies are they that are not from the high engaged group or the low engaged group but are from the average engaged group they leave because they are looking for something better. Also the better employee engagement means better health; people who are engaged feel less stress and the stress they feel is offset by a lot more happiness, enjoyment and interest (ibid).

Employees need to know what is expected of them at work as the roles are well clarified by the management. This helps in the employees have a clear idea of what is expected of them by the end of the day and this helps boost their confidence and entrepreneurial spirit as they have a given responsibility to fulfill. (ibid, 564)

The availability of resources to the employees provides them with the tools they require to accomplish the tasks assigned to them and at the same time the management is able to identify each employee's talents and hence the management creates opportunities for the workers to use their talents in their roles every day but that is not enough

by just encouraging them to use their talents some recognition should be given as it gives the employees a sense of belonging and they feel cared for (ibid)

Employees must receive ongoing feedback on their performance and have regularly scheduled progress discussions. Communication is a vital component in any running business for it brings everyone at par with the current ongoing activities that keep the business goal in focus and the entrepreneurial spirit still burning (ibid).

Bonding is the act of forming relationships for instance friendship, thus employees need a strong bond with each other in order to boost and aid one another to achieve the desired goal which builds the entrepreneurial spirit among them as they stop thinking individualistic but as a team (ibid).

Employees should have more opportunities to learn and grow in their everyday duties at work. This development gives them a clear view of the market and economic trends that change drastically and thus they are well aware of how to handle the different situations they face (ibid).

Attention is given to training and career development, coaching and regular performance feedback must continue. Performance ratings are also supposed to translate in differentiated rewards and that reward philosophies are clarified both tangible and intangible rewards. Recognition that is appropriate at the appropriate time is a best practice that ultimately improves the performance in any organization as most employees according to a survey gallup, say that recognition or praise they receive at work helps them to be more engaged and motivated to improve their performance. Also flexible work schedules are very important in helping to keep employees engaged (ibid, 565).

2.4 Conditions expected fulfilled in order to increase Entrepreneurial Spirit

Culture- Entrepreneurial spirit thrives in a cultural environment that promotes it. This is first achieved by hiring a staff that thinks like entrepreneurs. When the management encourages an entrepreneurial mindset atmosphere the employees will work to achieve the expectation hence the reward systems and recognition should also be enforced. For

instance the top performers in the workplace should be encouraged more by providing them with incentives (Dr. Simms M. K, 2006, 39).

Size-in order to get the optimum, the employees can work in small groups such as teams and work groups which also increase co-worker relationships. Giving the employees the responsibility and authority to run the teams with financial goals and guidelines for capital expenditures helping in growth imagination and ideas that generate change (Dr. Simms M. K, 2006, 39).

Hierarchy- The entrepreneur (owner) is not going to be present forever hence a well-coordinated leadership is organized in a consistent manner which can be viewed as a responsibility triangle “management- employee- Human Resource”. This gives the employee the opportunity to nurture and improve the entrepreneurial spirit while working (Ulijin, Drillon, Lasch, 2007, 103).

The company’s leaders e.g. board members and management must interact with the staff to create an equal balance; flat structure where the employees are given attention providing a servant-leadership belief system in the company such that ideas from employees are taken into consideration and they do not have to go through hierarchical levels because they are most likely to die and so will the entrepreneurial spirit among the employees (Dr. Simms M. K, 2006, 39).

Respect and appreciation- all employees need to feel they are integrated into the company. This is by having the respect, trust and clarity of direction and good flow of information (Dr. Simms M. K, 2006, 40).

Policies- the company policies and rules stifle the entrepreneurial spirit in the company over time. Therefore change has to be realized and acted upon in order to promote creative thinking, critical analysis and risk taking initiatives (Dr. Simms M. K, 2006, 40).

2.5 SME’s and Human Resource Management (HRM)

SME’s make less use of high performance HRM practices than larger organization this is because they mostly operate in informal and flexible patterns for example managers

and employees rarely get formal training in SME's as compared to the larger companies (Storey, 1999, 56). Therefore in order to have a clear perspective on how to tackle the entrepreneur spirit the need to get acquainted with the HRM tasks is quite vital.

Human resource management is the acknowledgement that human resources are important in any growing business. Successful businesses use its people effectively by nurturing their expertise and ingenuity in order to achieve their goals. HRM is aimed at recruiting capable, flexible, committed people, managing and rewarding their performance and developing their key competencies (Price A, 2007, 24).

The human resource management department is in charge of the productivity and efficiency of a strong workforce in a growing business. The human resource department is identified as one of the most important and respected departments as they deal with people (employees) who are the most resourceful assets (Mullins, 2007, 487).

In any business it there are four qualities of management which are planning, organizing, leading and controlling. The Human resource uses the four qualities to draw out the objectives for the business which are

- **Staffing objectives:** The human resource department's main task is to ensure that the business is adequately staffed. They are responsible of the structuring of the organization, identification of the job area requiring employment, formulating the contract for the employees before recruiting, selecting and nurturing the employee's skills for the job. Developing employment packages which are attractive enough to maintain required employee skills levels (Derek, Laura & Stephen, 1998,7).
- **Performance objectives:** The human resource managers ensure that employees are well motivated and satisfied with their job and thus can achieve the required job performance. Training and development of the employees and a rewarding system in order to maximize effort and focus on the targeted performances. Creating a friendly work environment in a way that employees can feel comfortable to be at their workplace as well as to keep them enthusiastic with their jobs (ibid).

- **Change management objectives:** As businesses grow change becomes inevitable in due time. Thus the human resource management has to restructure the whole organization while distributing the new tasks to each employee. Training to update the employees on the different trends in the business world (Ibid).
- **Administration objectives:** The smooth running of a business is accredited on its administration. The maintenance of each employee's record in the business such as performance, attendance, training and their personal details. It makes the payment plans easier to follow up such as taxation and pension. The side values and royalties are handled by the human resource management which covers paternity and maternity leaves, as well as holidays (ibid).

The human resource department ensures the business attains high turnovers by investing in its employees. The employees in the human resource management department hold the business as its achievement depends on their maintenance and development of the patterns, principles, systems which help in developing. Whereas the operating tasks ensure the personnel have enough competence, knowledge, motivation and commitment (Mullins, 2007, 483).

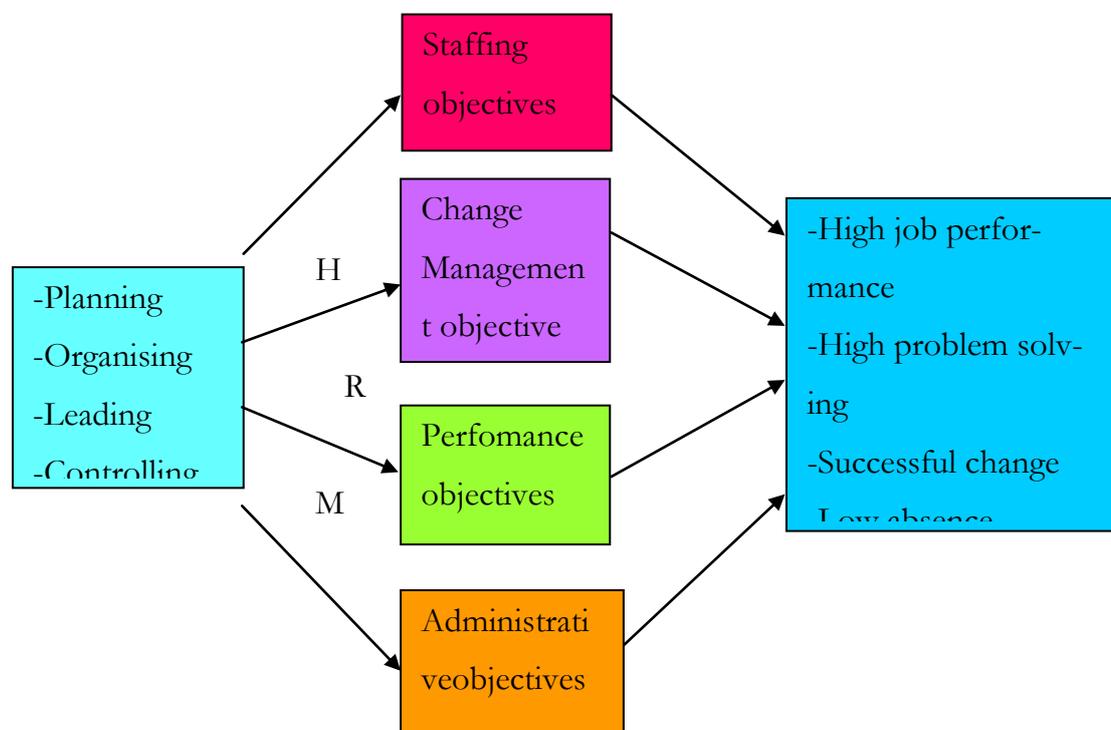


Fig.2 Objectives of management (Derek, Laura & Stephen, 1998,7)

The human resource management principles and practices in growing businesses need to be implemented in order to sustain the growth. Growing means complexity due to the increase of hired employees hence managers who used to rely on the traditional informal modes of recruiting have to develop more formal methods to recruit employees (Cornwall & Perlman, 1990, 127).

The human resource management ensures ample supply of quality candidates making hiring a systematic and logical procedure giving clear job descriptions to its employees in ways that the personnel know their expectations from the management. Hence specific job descriptions would include;

- job responsibilities and tasks
- necessary behavior on the job
- Required level of performance
- potential development
- payment (Mullins, 2007, 484)

When the human resource management focuses on the performance objectives the expected results are achieved as they are able to manage the human resource (employees) as they are able to boost their entrepreneurial spirit via reward and recognition together with motivation in order to satisfy them (employees) to achieve the goals. The rewarding system being a human resource strategy helps in encouraging loyalty, motivation and job satisfaction of the employees (Thorpe, Homan, 2000, 106).

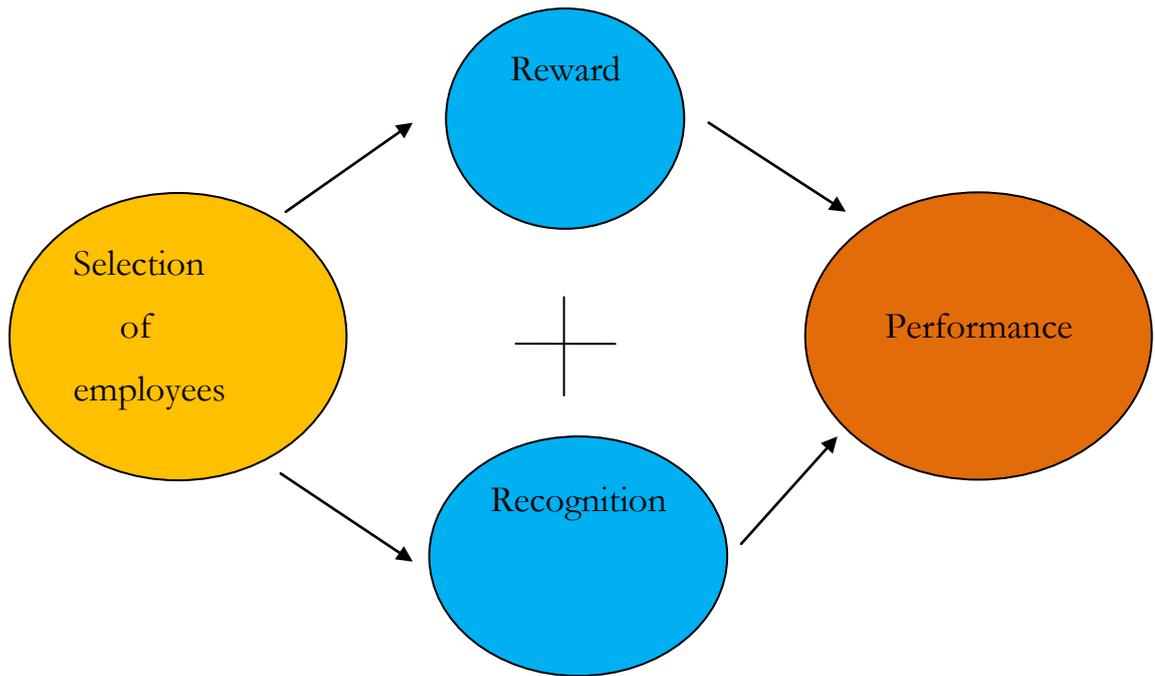


Fig. 3 Human resource cycle (Bloisi, Cook, Hunsaker, 2007, 820)

2.6 HRM Reward and Recognition

The human resource management in most companies use the reward and recognition system to formulate and implement policies which help in maintaining the company's goals and promoting fairness in the different contributions and values added to the business by the employees (Armstrong, Murlis, 2004, 3).

Many managers view monetary reward as the only means of compensation, which is not true it deals more than just pay. If there were no reward systems, employees would not accept joining the company, neither would they want to work nor perform in accordance to the goals of the company (Wilson T B, 9). Rewards are also used as means of communication. Employees become aware of what the management wants in terms of work effectiveness and behavior (Armstrong, Murlis, 2004, 5).

2.6.1 Performance rewards

This reward is done via feedbacks, personal development conversations and information on payments. It involves all groups in the company dealing with the performance expectations. (Armstrong, Murlis, 2004, 8)

The management of human resource is quite vital and so is the management of the talent which is rated by performance. Thus the HRM focuses on the attracting, developing and retaining talent within the company. In bigger companies talent is reviewed and identification of low performing employees are removed or given coaching and counseling. (Lawler E, 2003, 36-38)

2.6.2 Base salary

This is the fixed amount of monetary payment that every employee receives based on their performance, skills and their outcome for the business (ibid, 7). Base salary is divided into two; contingent pay and variable pay.

- *Contingent pay* – is the pay given based on the performance, skills and contribution. It is also known as the “show up pay” basically a pay provided to the employee for showing up to work.
- *Variable pay*- is the extra payments done as bonuses which can be from employee performance individually or as teams and also company performance overall.

The salary amount at times is affected by the living costs. (Wilson TB, 9-10) Some companies use high wages in attracting and retaining skilled personnel in order to create more productive and superior employee base. (Thorpe, Homan, 2000, 53)

2.6.3 Increase in pay

This is as a result in performance level or living costs which most of the time occur annually in most businesses. It becomes a problem when employees rewarded above the norm also expect this regular treatment which is high maintenance for the business. Assets that the company has to divide between employees ends up becoming a zero-sum equation from the performance-based pay, as for some employees there will be a decrease or maintained salary level just to reward they that earn more. (Wilson TB, 10)

These increases impact little influence on the motivation of the individual employee for the rest of the year such that he or she feels left out in times of annual raises and will be negatively affected all year round. While on the other hand if the increases were treated equally regardless of performance, the high performing employees will feel unappreciated and may lead to problems in retaining them. (ibid)

2.6.4 Promotions

Performance ratings or appraisals are modes of raising motivation and satisfaction. The human resource management annually reviews the performance of the employees which becomes the rating base for the rewards to be awarded such as promotions or other benefits. (Thorpe, Homan, 2000, 107)

With promotions come increased salary, prestige, formal recognition and also more responsibility, a reputation and job satisfaction. While with higher responsibility comes empowerment regardless of the level in the organization. Employees who are empowered are able to take up responsibility and receive feedback and recognition from both managers and fellow employees. (Wilson T B, 11)

2.6.5 Bonuses and other incentives

Employees, managers and executives receive an annual compensation from the company's profit and performance measured against the set goals. This is a program that directly rewards employees for their performances by increasing the pay above normal. Employees receiving the bonuses or incentives may come to expect them, and hence pressure the company to provide them regardless of performance or financial situation. (Ibid, 12)

2.6.6 Special recognition

Recognizing performance is aimed at individual employees. These are often non monetary rewards and recognitions for instance employee of the month awards, sponsored trips or tickets to different venues. Some opt to celebrate an employee's long commitment towards the company. The problem with this system is that it may do little boosting in performance or encourage positive behavior in the business. (Wilson .T.B, 12)

2.6.7 Benefits and services

Salary and bonuses are modes of rewarding employees. Fringe benefits and employee benefits are also modes of compensating which include free healthcare, retirement funds, paid holidays, company cars medical insurance or childcare. In growing companies these benefits can be given to all employees like lunch and gym discounts. These

benefits help create a company culture which is attractive and helps retain employees. Though it is vital to evaluate the employees' preferences depending on their situations, values and attitudes as some may put in greater value while others less value in the benefits. (Ibid, 14)

2.6.8 Communication and Feedback

Communication is the sharing of information between two or more parties to reach a common understanding. It is a vital process that impacts the performance of the employees in the company as a well organized communication process in a business gets high performance rates. (George & Jones, 2002, 430)

Communication and information helps employees to better see their individual parts as a whole which influences their entrepreneurial spirit and job satisfaction. Given the right and adequate information the employee is able to see the link between the work effort, overall performance and success of the company which is easier in small businesses. (Mabey, Salaman, Storey, 2000, 295)

Employees may seek feedback from their supervisors, so as to reduce confusion, insecurity about specific duties and also to gain counsel for their personal development and goal settings. New employees require more feedback and information in their job roles and performance, as the feedback increases their job satisfaction. Most of the time top performing employees tend to seek more feedback from management than average or low performers. (Madzar S, 1997, 246)

Giving feedback on performance and not the specific processes and behaviors leading to that performance reduces the job satisfaction. If an employee is given feedback on their performance as bad or good and not given the details of the feedback dissatisfaction and confusion tend to arise. (McAfee, Quarstein, Ardalan, 1995, 11).

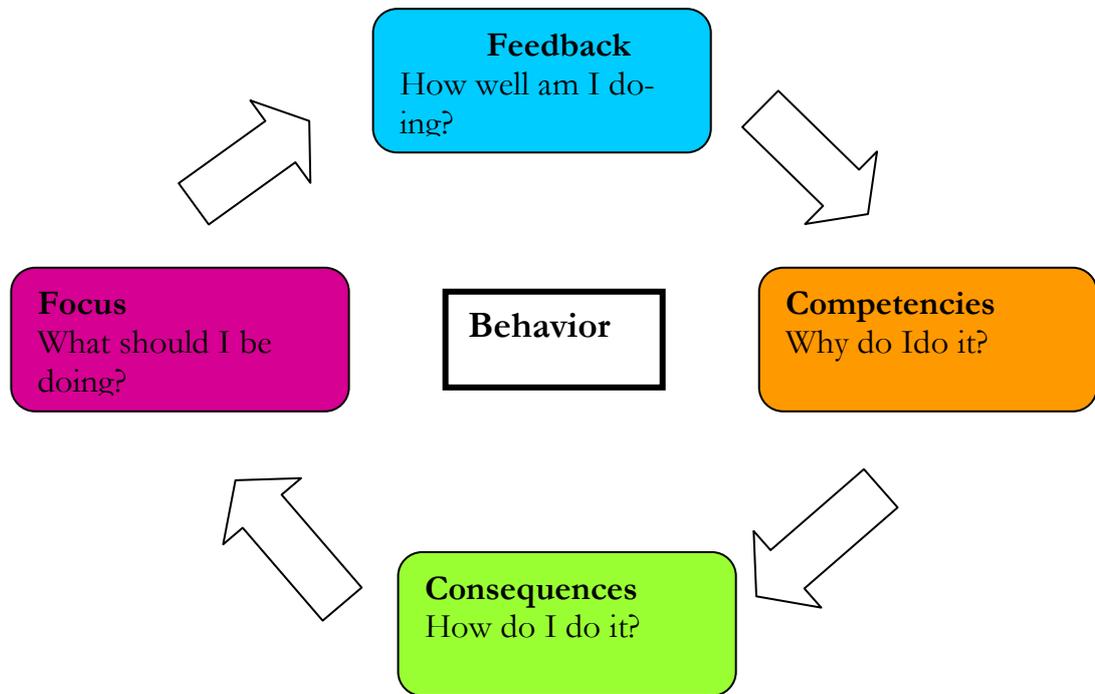


Fig.4 Performance Measurement (Wilson TB, 25)

2.7 HRM Entrepreneurial Motivation

2.7.1 Job satisfaction

It is the emotional adequacy that employees have towards their jobs. Thus the employee's ability to meet his or her individual demands relies on how the employee views the job. (Spector, 1997, 3)

"Job satisfaction is the result of how employees feel that the working environment fulfils their individual needs- Davis&Lofquist1984" (Tsigilis, Koustelios, Togia, 2004, 666)

Employees' evaluation of satisfaction on the job is a complex totality of a number of distinct job elements. In order to attain this evaluation interaction among the co-workers and bosses is required to ensure rules and policies of the company are followed, the performance standards are met and the working conditions are of ideal. (Spector, 1997, 5-7)

Companies with employees who are satisfied tend to be more effective while dissatisfied employees are more likely to impact on the level of performance by reducing the correlation co-efficiency for instance by not showing up to work. Moreover the men-

tal and physical fitness of the employees is more vital in achieving satisfaction at work. Enough support within the company and friendly working environment, enhances influences a raise in the job satisfaction and hence good performance, whereas low or no job satisfaction leads to not showing up to work, stress and finally a low turnover. (Robert P, 1991, 119)

2.7.2 Motivation

The extent an employee is indulged into the work duties designated depends on the motivation the individual has. The manager's role is getting things done by the deadline via the employees who need to be motivated. That is why performance is as a result of the motivation and degree of ability. (Mullins, 2007, 250)

Employee motivation programs that are successful can include an employee motivation reward system which motivates employees even more though it must be aimed at job performance only. Thus it is vital for companies to comprehend how motivation affects employee performance and how to use it to improve performance. (Thorpe R, Homan G, 2000, 91)

Influence of positive satisfaction is the motivational factors such as the job itself, advancement or recognition opportunities. However people are all different as individuals in personality and needs as does situations and so what motivates one person is not what motivates the other due to many factors. (Ibid)

2.7.3 Values and Attitudes

Human beings are defined by the core foundation of values that shape their attitudes and actions. Values are acquired in childhood and are a natural part of an individual's personality that they are unknown because seldom does one reflect on them. Due to cultural differences attitudes towards money, ethics and competitive differences thus the company has to influence rather than demand specific behaviors from employees, and take the values and attitudes of their employees into consideration. (Romero J, Kleiner B.H, 2000, 14)

The mentality and attitude of fellow workers is also important to consider as some workers are poor at giving feedback and motivating one another. Since culture and values are different they fundamentally affect the output viewed as desirable and important hence the level of satisfaction. (Pors N.O, 2003, 465)

2.7.4 Stress and Job tasks

Stress is the attempt to deal with the continuous process of interacting with the environment while making appraisals of interaction, failing to deal with problems that come up. (Robin F, Peter R, 2005, 62)

An employee becomes stressed when there is a lack of control in personality, abilities and aptitudes, thus it is a response to psychological demands. Stress at work is caused by requirements not matching the capabilities, resources or needs of the employee which can be environmental, uncertainty of the job, work-mates and pressure in performance. The symptoms are:

- excessive tiredness
- lack of variety in work
- lack of support at work
- unpredictable, long work schedules
- No social schedules
- shift working

Employees having these traits eventually become stressed, lack control, become poor at workload management, and other sources of demand. This leads to lack of decision authority, skill discretion and no team work. Factors that bring about stress at work include:

- **Physical environment**- the working conditions are of poor standards for instance no privacy, inadequate space to work in comfort and safety.
- **One's role**: The employee has no clear sense of what is required of him or her as the role is ambiguous and has no support from management.
- **Company policies**: the policies of the company are unclear and so are the company's procedures, cultures and operation styles.

- **Relations within the company:** Lack of team work due to lack of friendly interaction. Also personal and social relationships are not encouraged leads to racism, sexual harassment and conflicts with family demands
- **Career development:** this is the lack of security of the job, low pay and no promotions. (Stranks, 2005,18)

Companies with poor communication, management attitude and culture are sources of stress and job dissatisfaction which is thus a contributing factor to reduced performance, and profits. Too much stress combined with tedious administrative work does not motivate the employee and hence the correlation of the level of stress and one's view of freedom in the job. (Zeffane R, 2006, 618)

2.8 Summarizing Conceptual framework

Businesses have established ways of working with the human resource management HRM. Every entrepreneurial process begins with an individual who involves other individuals. Therefore the HRM should be well grounded as it is the department in charge of maintaining the entrepreneurial spirit. The HRM varies in its practices thus there must be a well-established culture where policies and actions help keep the employees more motivated. With focus on the reward and motivation by the HRM can be used to boost the entrepreneurial spirit among employees. By use of this research the commitment, loyalty and motivation of the employees will improve. My model gives a holistic base for analysis and conclusion.

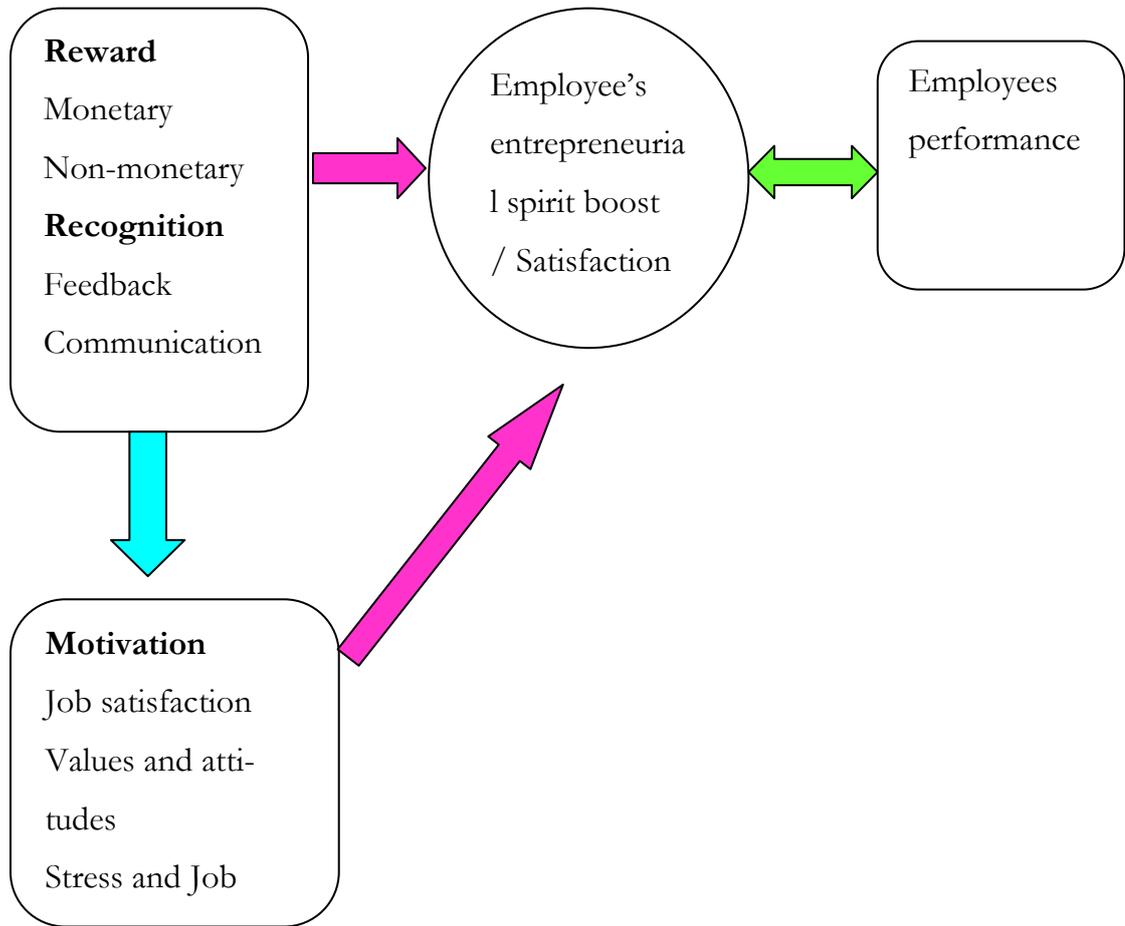


Fig. 5 Summary of conceptual model

3 Research Approach and Methods

The aim of conducting this research is to get a holistic picture of relations and situations in which the base is on situations from an insider's perspective. This is to say that the focus is on the ways of boosting the entrepreneurial spirit with the aim of getting insights through studying how the subject in query is carried out as the preferred data is collected by use of open ended interviews and questionnaire together with observations.

3.1 Research methods

3.1.1 Quantitative and qualitative methods

For this thesis the use of both quantitative and qualitative research methods are employed. Quantitative method of research is one that quantifies the data collected in that deductive approaches are used in the relationship between the theoretical and the research implementations which has added the norms and practices of the natural mod-

el and embodies a view of social reality as an external objective. The qualitative research on the other hand, puts more stress on the words of the data collected and analyzed such that inductive approaches emphasize on the creation of the theories, ways in which individuals interpret their social worlds and how they view the social reality as a constantly shifting ideal property of an individual's creation. (Bryman & Bell, 2003, 25) The two main modes of collecting data are primary and secondary.

3.1.2 Primary data

This is data collected at the source, which is in the form of survey data; data collected in uncontrolled circumstances by making queries in form of questionnaires or interviews and secondly experimental data.

Questionnaires are a list of carefully constructed questions chosen after testing, with a view of getting reliable responses from a targeted group. The objective is to find out what a selected group of individuals think, feel and do. (Collis & Hussey, 2003, 173)

Interviews are methods of collecting data in which selected individuals are asked questions in order to know why they think, feel and do. This method of data collection makes it easier to compare answers, to have the face to face, voice to voice and at times screen to screen encounters which help the interviewer see the reactions first hand. Thus the questions posed are mostly open ended. (ibid, 168)

3.1.3 Secondary data

This is data collected from already available resources which is cheaper and more easily attainable.

- **Text books;** - These are books authored by professionals and academic staff from different faculties. They have no specified reference as they cover a wide range of topics and are published recently. The positive aspect of using them is that one can research while comparing different authors' ideas.
- **Newspapers and journals;** - The journals and newspapers used are current while some are in the archives and the information written in them might have

been on a biased perspective. In this research journals used were in electronic format downloaded from the internet and so are the newspaper articles.

- **Past research;** - This is research conducted by other students in the previous years. This was one of the methods used in the research of this thesis focusing on how to do a research and which format is most suitable.
- **Electronic sources;** - These are sources mostly found on the internet which is updated in the area of research. While conducting the research information bias and overload were the most challenging aspects of conducting the research hence web addresses from companies', newsgroups and search engines that have been established were the only ones used.

For my research the use of secondary data is used in order to acquire the theoretical aspect of my research creating foundation or path way for my practical assessment of data collection which will be the use of a positive closed end questionnaire distributed to entrepreneurs of foreign origin.

3.2 Data collection process

The subject of the study is an elaborative research which requires well structured questions in order for the interviewer not to mislead the interviewee out of the topicality of the subject matter. Therefore the research being on the increase in the entrepreneurial spirit among SME's in Finland owned by immigrants, a well structured questionnaire was the only instrument of the study.

In the research my base point is Harnssen International Oy who partners and shares common grounds with other SME's all around Finland. The respondents are mainly immigrant owners and employees of the SME's the research is being carried out on. The most effective way of reaching the respondents is by personally hand dropping the questionnaires at the offices and via emails. The questionnaire is divided into five parts; the first part consists of the demographic information of the respondents, secondly what are the important factors of entrepreneurial behavior, third what elements boost the entrepreneurial spirit, fourth factors that would make you fire an employee, fifth but not least why do people want to work for you

3.3 Data analysis process

3.3.1 Validity

Data validity is the correctness and reasonableness of the data collected. It is focused on measuring what the researcher had aimed at studying. Hence it is interpreted as the accuracy level of the represented data. (Silverman, 2005, 210)

Answers provided by the respondents could have been influenced and swayed by many factors depending on the individual's state of mind or activities he or she was undertaking while filling the questionnaire such as stress, moods or lack of time. In this case the questionnaires were emailed or distributed as hard copy to the respective SME's and the results were gathered after a period of time.

3.3.2 Reliability

Reliability is the extent to which an experiment or test yields the same results on repeated trials meaning the same results can be acquired each time the assessment is re-done. *"Data reliability of the research means the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions"*. (Silverman, 2005, 210)

It would be very easy to get similar results of the questionnaires if it was to be repeated another time in the same company as the questions are easy to comprehend and the chances of the outcome would be similar as the answer options are fixed.

4 Key results and discussion

The respondents are all immigrants from different origins who are not of the Finnish culture. Most of the respondents have lived in Finland for a number of years. Hence they have integrated into the Finnish system making them well aware of the different ways of developing and sustaining themselves and the society at large. Most individuals take up the challenge of being entrepreneurs with the help of the community and government who establish them locally. Whereas most of the Finnish population prefers being employed into the government and other sectors of the business world other than start up their own companies.

The total number of respondents was 80 where only 68 of them responded fully and the remaining 12 filled the questionnaires neglecting vital information hence making it not legible for analysis. The mode of distributing the questionnaires varied: via email, mail and hand delivery and there would be the occasional telephone to remind the respondents. I gave the respondents one and a half weeks to answer the questionnaire and sent them a reminder after one week. The respondents were from different regions of Finland mostly the southern regions which are Turku, Helsinki, Espoo, Vantaa, Tampere and Lahti.

Among the 68 respondents 46 were men and 22 were women. Most of them were between the ages of 23 to 60 and have lived in Finland between 3 to 22 years and are proficient in two languages at least due to the fact that they have their mother tongue, English and the Finnish language. The deduction of the response to the Education question was that all of the respondents have a high school diploma, 44% a college certificate, whereas most of the respondents have a bachelor's degree take up 50%, a master's degree are 6% .They all have different skills in many areas of business thus most take up the service and retail business

Background Information.

Variable	Percentage%	Variable	Percentage %
Gender		Region of origin	
Male	46	Africa	31
Female	22	Asia	32
		Australia	0
		N. America	2
		S. America	5
		Europe	30
Marital Status		Number of years lived in Finland	
Single	15	<1 year	3
Divorced	5	2-5 years	16
Married	78	5-10 years	68
Cohabite	2	10-15 years	13

Place of Origin		Business type	
Person from Home country	63	Retail	36
A Finn	15	Wholesale	6
Another country	22	Distribution	5
		IT	30
		Cleaning services	23
Education		Business location	
High School		Helsinki	30
college/vocational	44	Espoo	15
Bachelor's degree	50	Vantaa	15
Master's degree	6	Tampere	15
		Turku	15
		Lahti	10

Fig.6 background factors

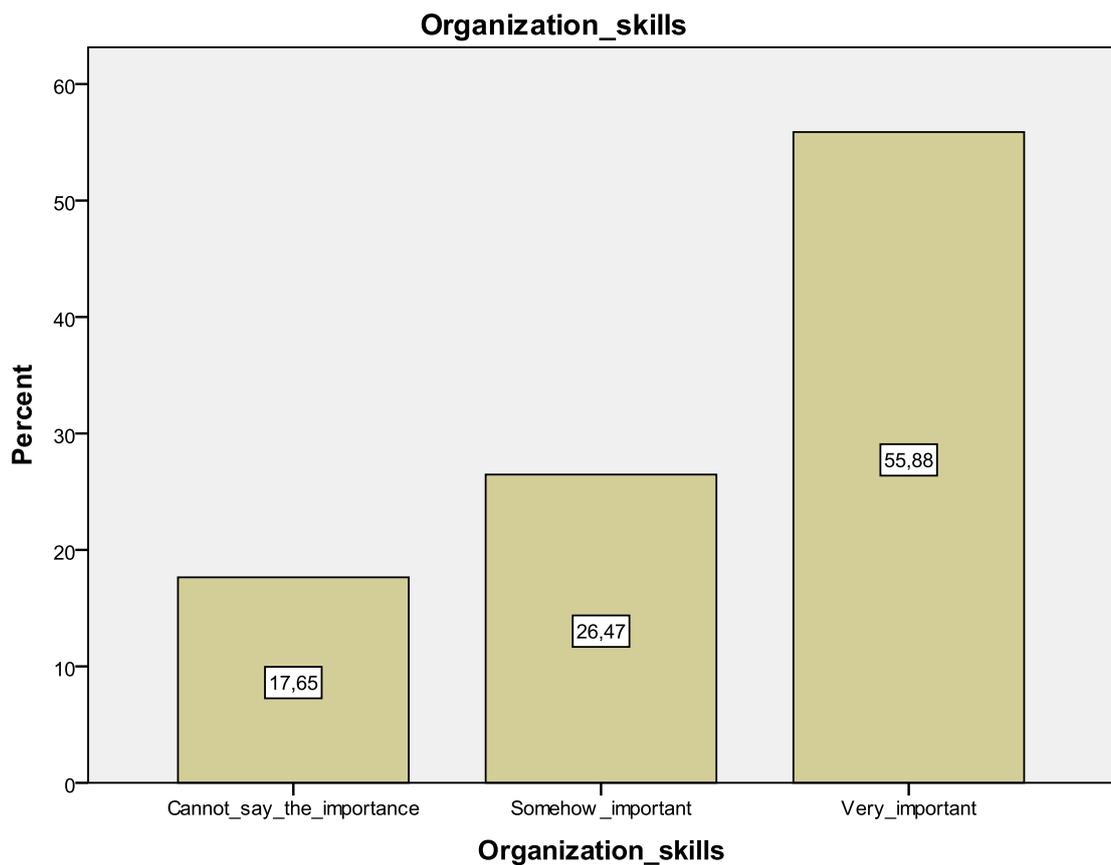


Fig.7

This graph represents the percentage of the respondents on organizational skills. On the organizational skills graph the highest response was *-very important* having 55, 88%

while the *not important* taking 17%. This helps us understand that the employees need a well organized leadership from the management thus guiding them to the goal and a more systematic step by step direction towards the growth of the company. Employers on the other hand need well organized employees who have a sense of direction. This helps to deduct that the only way the entrepreneur spirit can be encouraged is by having both the management and employees working together in an organized way hence leading to the growth of the company.

In Fig. 8 below is the determination graph in which we can also see that the best way to boost the entrepreneurial spirit is by giving the management and employees a sense of worth that is something they can work for and work towards hence boosting the entrepreneurial spirit among them.

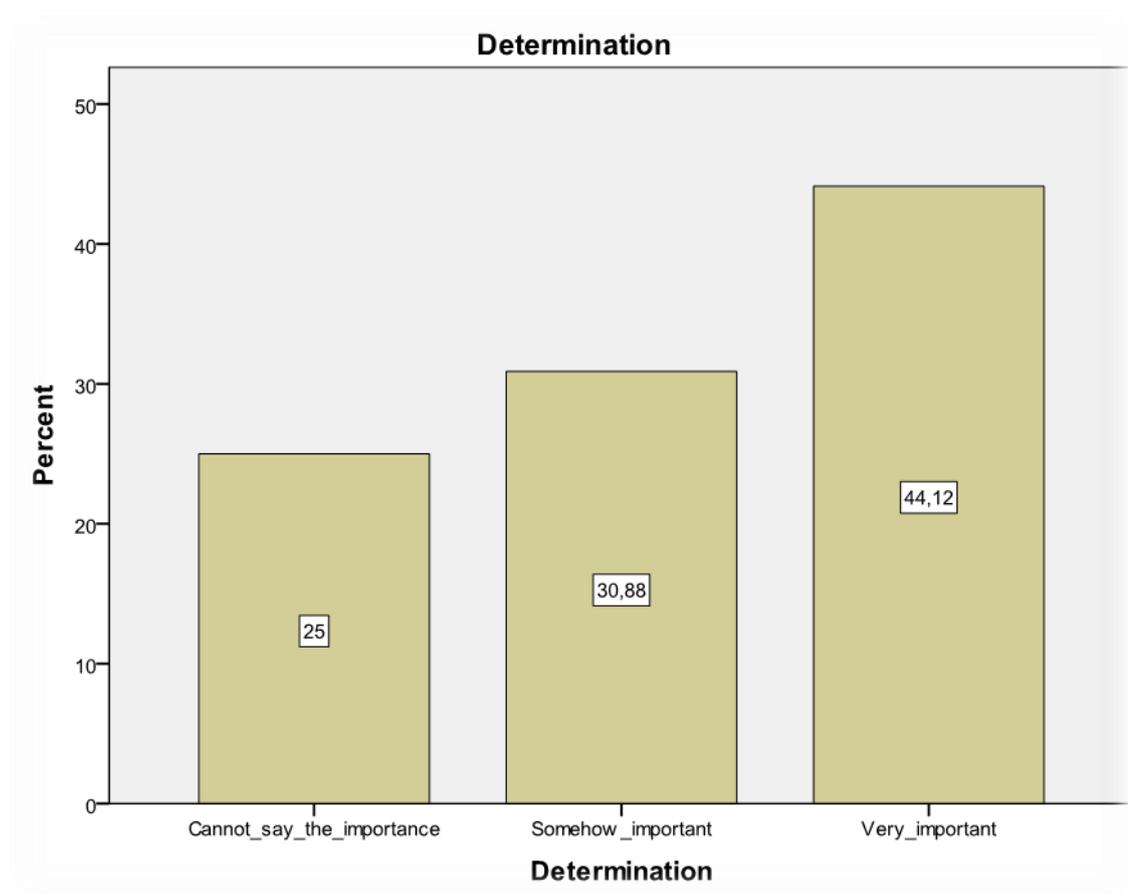


Fig. 8

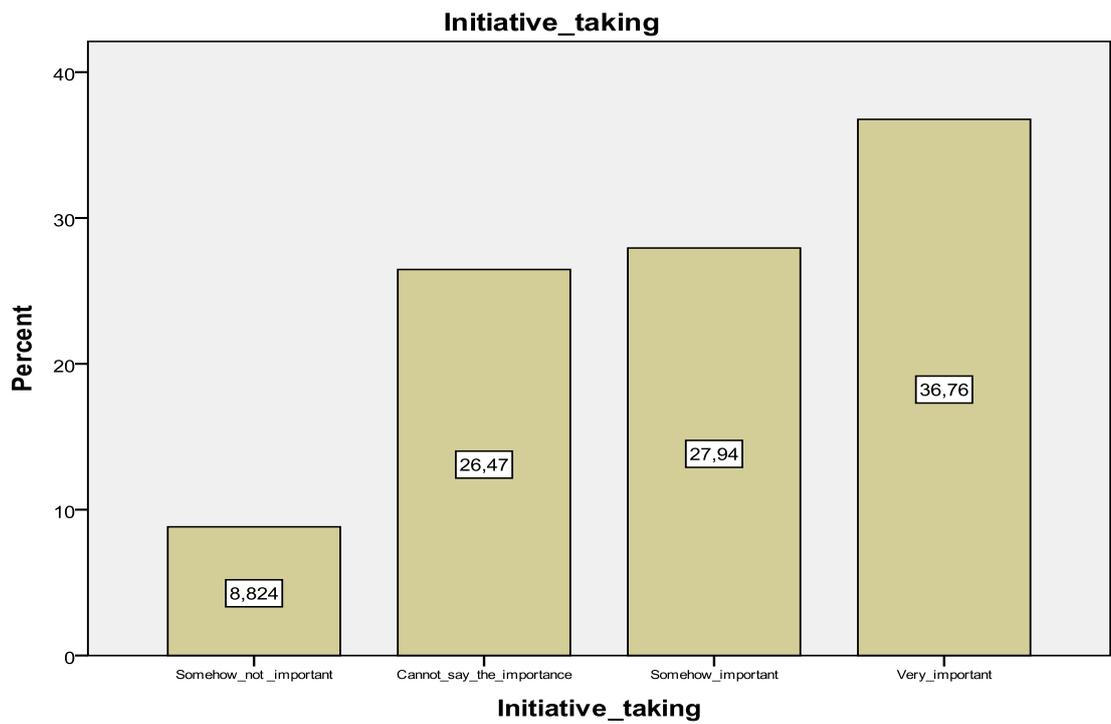


Fig 9

In the graph above Fig. 9 represents the initiative taking quality in the work place. This is the readiness and ability to take up an action without being requested of by another party. Most employers look at this quality as an advantage hence the entrepreneurial spirit is a guarantee among the employees as the employers/ management will provide duties among the employees and hence the responsibility boosts the entrepreneurial spirit among the employees as they have a sense of leadership. This acts as a motivational and recognition aspect at the work place thus encouraging the entrepreneurial spirit more.

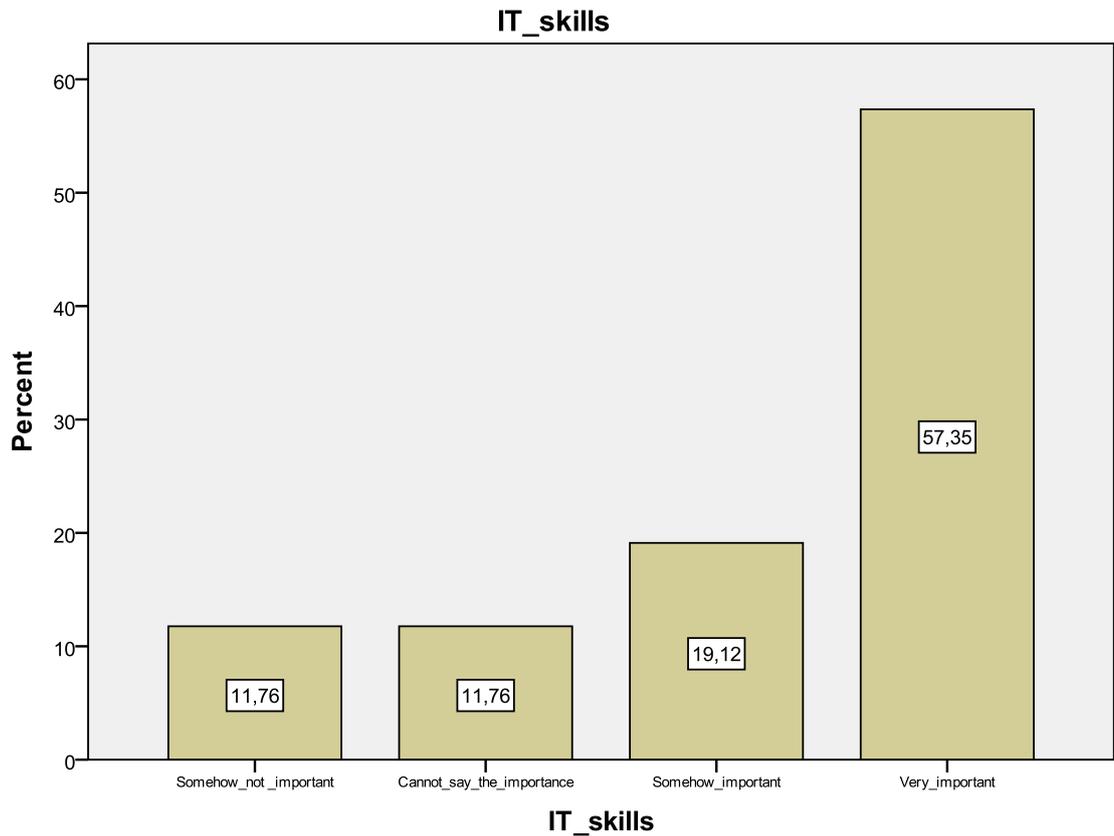


Fig. 10

IT (Information technology) skills in this day and age are quite vital in every sector be it business or health as the world has and still is evolving at a very intense speed. As of now technology has made the world a global village. In the deduction received from the respondents 23.52% did not require IT skills as vital for instance in small restaurants and cleaning companies as the supervisors are the ones who do most of the computing only simple tasks like logging in and logging out are the tasks for the employees when in the field. Whereas 57.35% view the IT skills as very important mostly these are IT companies and other service oriented companies (retailers), require up to date technology skills as they do business via computing. Therefore we can say that at least every individual has the basics of IT as they have high school education. IT skills give the companies new ideas on how to serve the community better hence giving the employees new challenges which help in the boosting of the entrepreneurial spirit.

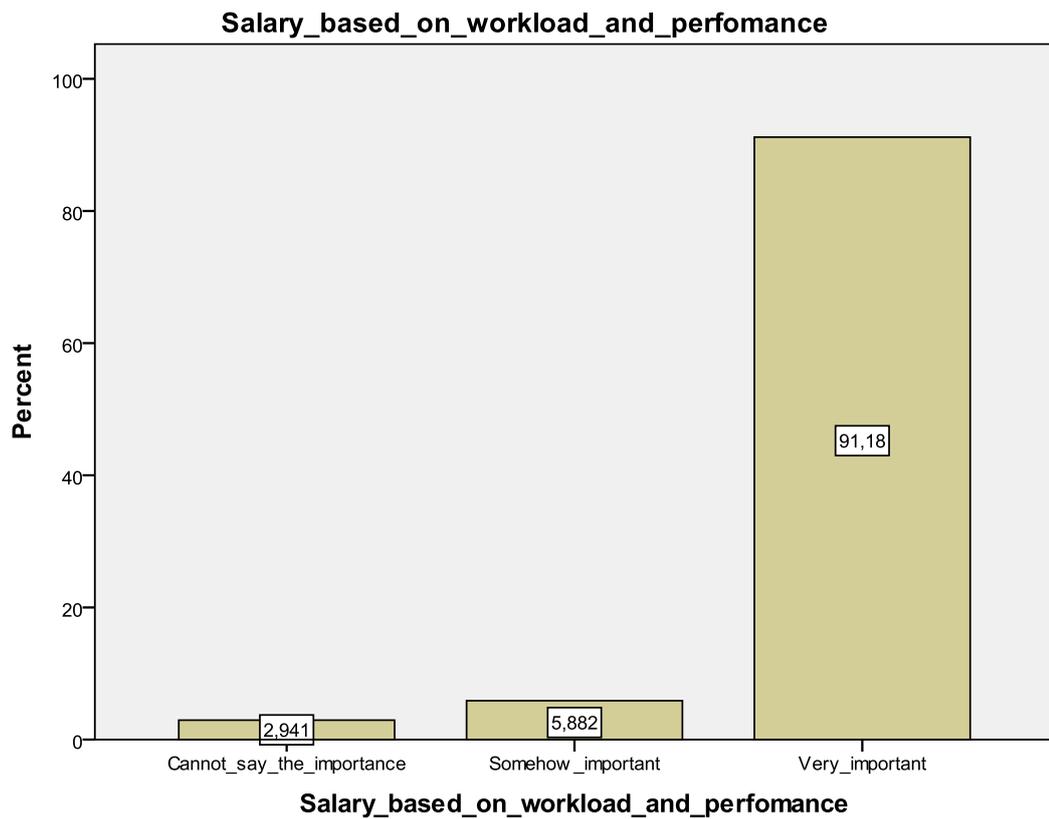


Fig. 11

In Fig.11 most of the respondents had a very clear cut response to the query of salary based on performance and workload.91.18 % responded that is very important. This shows that the employers need to boost the employees' motivation in their entrepreneurial spirit by using salary based rewards; *variable pay* which is one mode of the salary based rewards is the best way of retaining and attracting the employees to give their best. It keeps the motivation going and more ideas flowing in the companies.

Fig.12 represents the existence of good rewards and recognition the same response was received with a slight difference in the importance as compared to the salary based graph. 37 % of the respondents did not view it as important while 62%view it as important. It shows that reward and recognition is a vital proponent that helps boost the entrepreneurial spirit and the relationship amongst the employees and management.

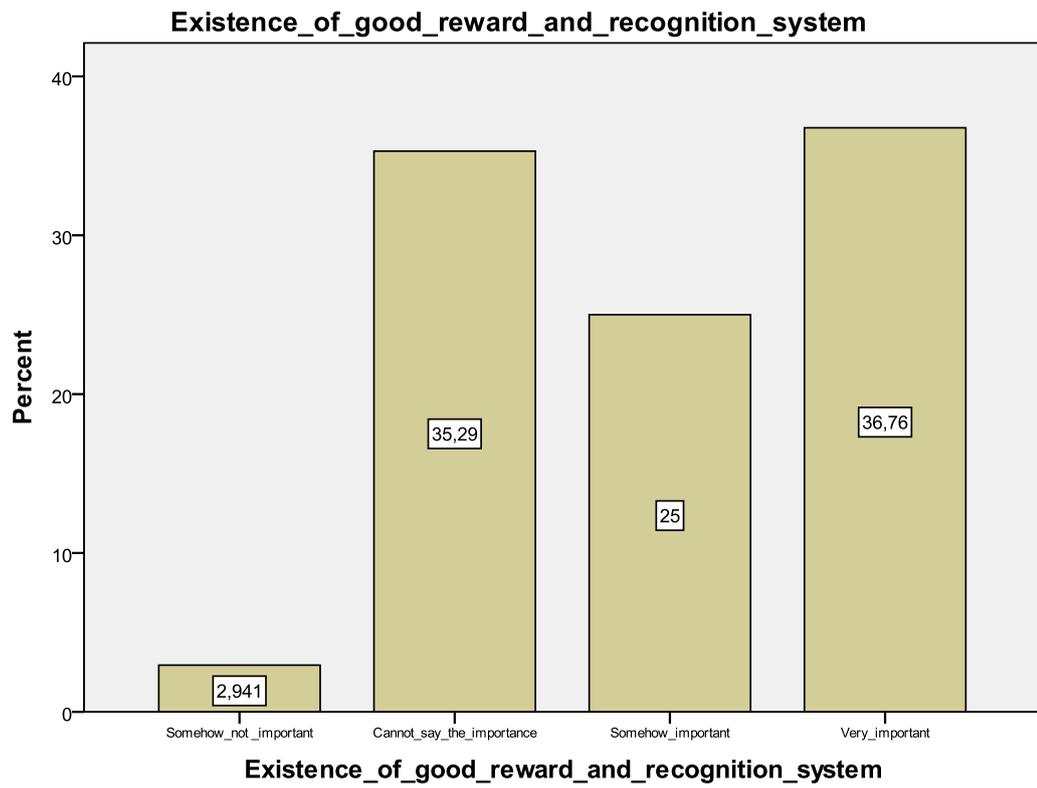


Fig 12

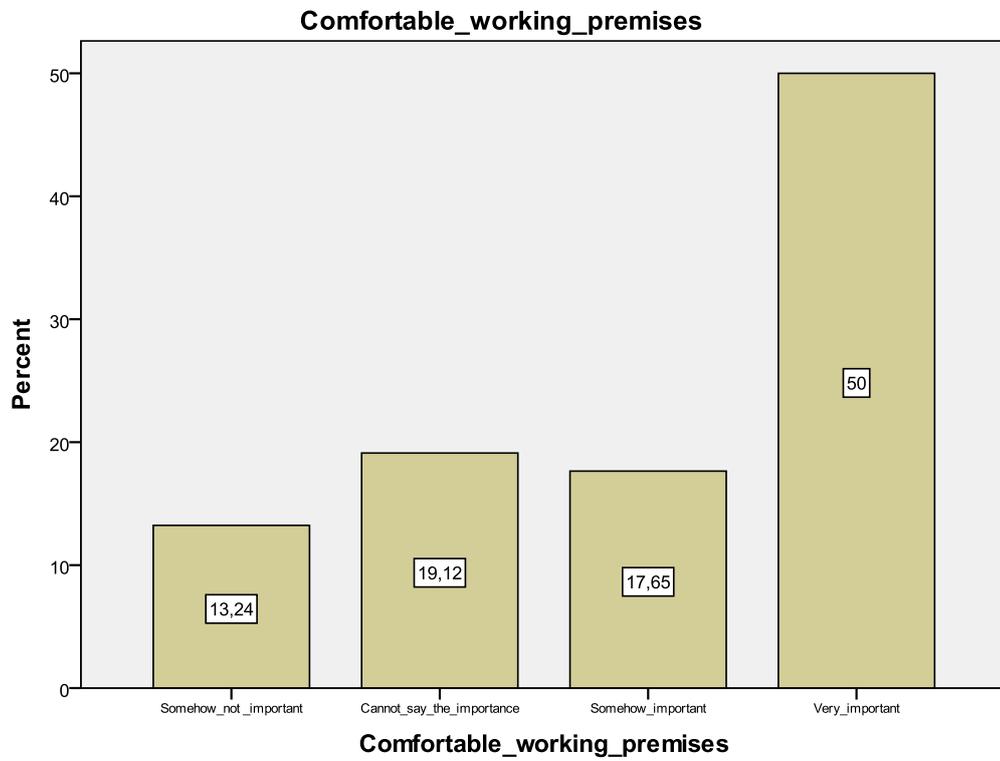


Fig. 13

Comfort at work is the adequacy or sufficiency of ones surrounding and facilities. This is one of the factors that employees look at when applying for a job. The atmosphere created at the workplace boosts the performance and the entrepreneurial spirit among the employees and the management. This also gives a good impression on the visitors and customers or potential suppliers. Comfort at the workplace provides the employees and management an enjoyable working time. For instance the management pays attention to the employees safety by making sure the facilities provided are serviced and working well for example the lighting in the offices should be adequate not making the employees strain.

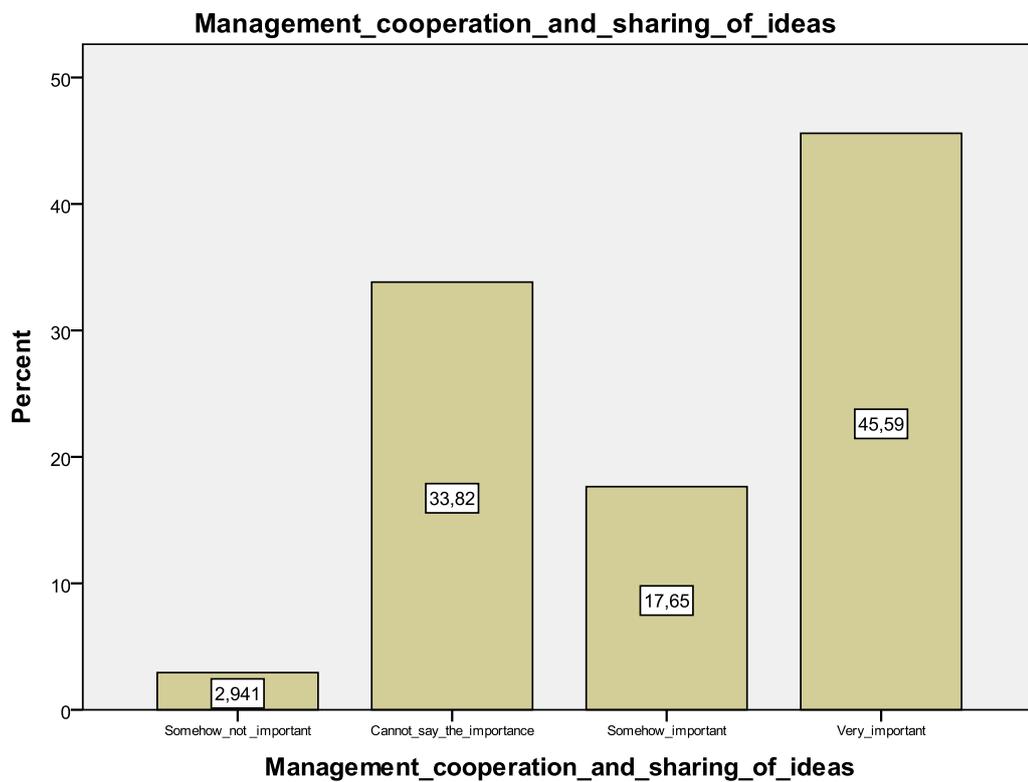


Fig.14

Management cooperation can be viewed as the organized structure and unity of the leadership governing the company and is also the effort used to bring employees and the leadership working together as a team in order to achieve a common goal. Thus boosts the entrepreneurial spirit among both management and employees in the sense that they both come together to lay out new ideas and strategize on how to implement them hence creating new opportunities for the growth of the company. The environment created is relaxed and friendly hence the leadership is the not hierarchical in the

sense that the employees can communicate with the management without waiting until he has an appointment.

Trust and honesty are two important aspects that are required at any workplace. 68% approve that trust respect and honesty helps in communication and friendly relationships at work (Fig. 15). Trust and honesty empower people to accept one another hence accepting the change and growth that take place at the company. Thus ideas are shared and confidence is boosted among employees. Whereas respect is a two way traffic both employees and management need to respect one another in order to have smooth sailing at the workplace no matter the different age gaps or expertise. Thus most companies would prefer honest communication respect and trust for the growth of the company and the boosting of entrepreneurial spirit.

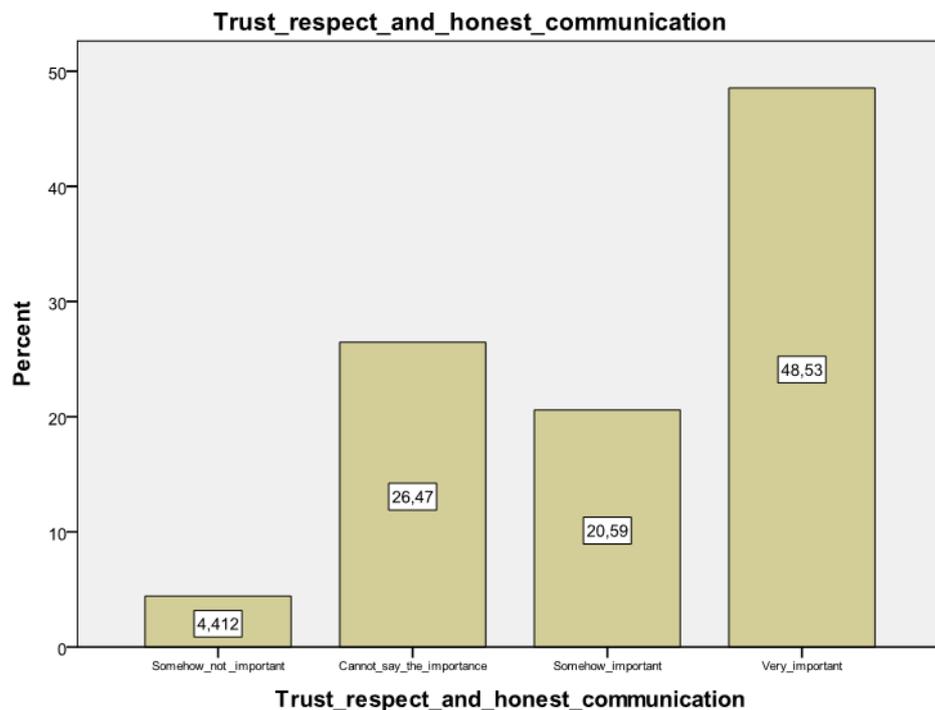


Fig. 15

Most employers would fire employees who exhibited lack of organization in their work and poor performance, treachery and lack of respect to according to the preceding graphs (Fig.16 and Fig.17). Some of the employers and management also need to re-structure the workplace as there are bad apples that might infect the good apples thus it is best to remove them before the whole basket is infected. This helps the employees and employers have a good healthy communication in which ideas are shared and acted upon. Thus leading to trust honesty and respect which as a result boost the entrepreneurial spirit.

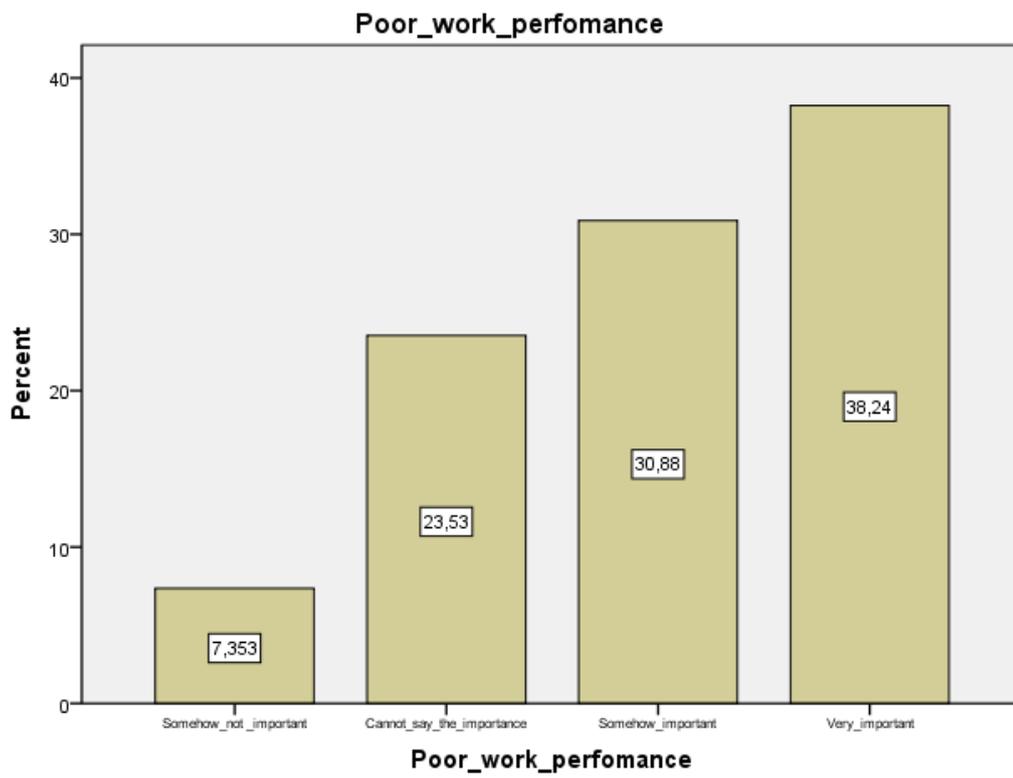


Fig. 16

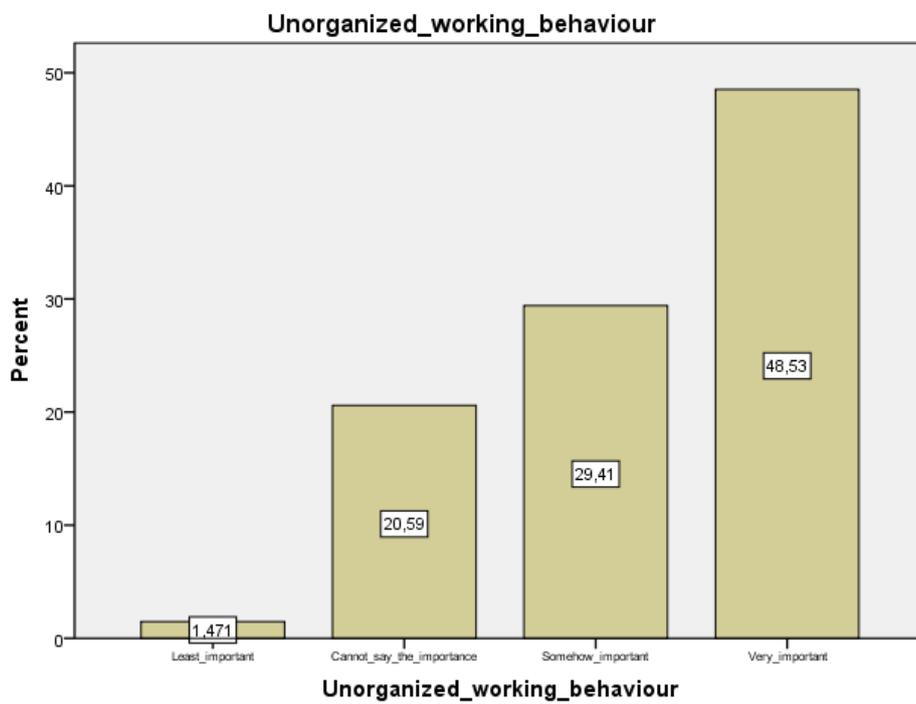


Fig 17

5 Conclusion and Recommendations

To conclude daring to take the step is crucial for success as an entrepreneur. Many fail but some succeed. Entrepreneurial spirit is an influential component of an organization as it is the source of empowerment, teamwork and conflict management. Recognition reward and motivation ensures positive production hence encouraging more ideas and actions making the company successful. When employees feel appreciated they become more positive and confident about themselves and their ability to contribute.

To recommend on the boosting of entrepreneurial spirit differentiating and identifying the different level of performance amongst the employees in order to identify the top performers is one of the keys and thus dedicate more resources on them so as to retain them, then identify the average performers and try developing them while the low performing individuals should be coached or acted on decisively.

These tasks is mostly undertaken by managers or executives who feel as though they are passing judgment on others which as a matter of fact is actually a helping process of developing and performance evaluation. With regards to the boosting of the entrepreneurial spirit in Harnssen International Oy, as a firm grows from a start up to a growth phase, adjustments have to be made in order to pursue objectives. Once the company's objectives are well clarified to the employees, the management has the duty to support the employees to form realistic goals and achievements.

Rewarding in the different forms either monetary or non monetary makes people feel competent in their jobs and further handing out responsibilities to employees empowers them giving them a sense of belonging in the company hence striving for excellence.

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7 Appendices



Research on Entrepreneurial Spirit 2012 – Questions to Immigrant Entrepreneurs

Background Information	
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Age and time in Finland	Age _____ Years of living in Finland _____
Marital Status	Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Cohabitee <input type="checkbox"/> Other <input type="checkbox"/> What? _____
I am married with	A person from my home country <input type="checkbox"/> A Finnish person <input type="checkbox"/> A person from other country <input type="checkbox"/>
Education	High School <input type="checkbox"/> Bachelor <input type="checkbox"/> Degree College <input type="checkbox"/> Master's degree <input type="checkbox"/> Other - What? _____
Region of origin	Africa <input type="checkbox"/> North America <input type="checkbox"/> South America <input type="checkbox"/> Asia <input type="checkbox"/> Europe <input type="checkbox"/> Australia <input type="checkbox"/>
Business location	Helsinki <input type="checkbox"/> Espoo <input type="checkbox"/> Vantaa <input type="checkbox"/> Tampere <input type="checkbox"/> Turku <input type="checkbox"/> Lahti <input type="checkbox"/> Other where? _____
Type of Business	Retail <input type="checkbox"/> Wholesaler <input type="checkbox"/> Distribution <input type="checkbox"/> IT Services <input type="checkbox"/> Cleaning Services <input type="checkbox"/> Hotel and restaurant <input type="checkbox"/> Other where? _____
How many years did you live in Finland before starting own Business	Less than 1 year <input type="checkbox"/> Between 2 and 5 <input type="checkbox"/> 5 - 10 years <input type="checkbox"/> 10 - 15 years <input type="checkbox"/> Other: how many _____
How many years have you been in business?	Less than 1 year <input type="checkbox"/> 2 - 5years <input type="checkbox"/> 5 - 10 years <input type="checkbox"/> 10 - 15 years <input type="checkbox"/> Over 15 years <input type="checkbox"/>

Why did you become entrepreneur?	Lack of a well-paying job <input type="checkbox"/> Need to utilize my education <input type="checkbox"/> To create opportunities <input type="checkbox"/> I always wanted to be an entrepreneur <input type="checkbox"/> Other What? _____
Before becoming entrepreneur what kind of job did you do?	White collar <input type="checkbox"/> Blue Collar <input type="checkbox"/> Never worked <input type="checkbox"/>

IMPORTANT FACTORS FOR ENTREPRENEURIAL BEHAVIOUR (1= LEAST IMPORTANT; 5= VERY IMPORTANT)						
Entrepreneurial behaviour		1	2	3	4	5
1	Previous entrepreneurial experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Educational Background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Being service oriented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Right skills to deal with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Determination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Managerial skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Organizational skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Initiative taking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	IT skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Others skills – Specify : <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

INDICATE HOW IMPORTANT THE FOLLOWING ELEMENTS BOOST ENTREPRENEURIAL SPIRIT (1= NOT IMPORTANT , 5 = VERY IMPORTANT)						
Boosting entrepreneurial spirit		1	2	3	4	5
1	Salary based on workload and performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Salary based on commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Job contract and security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Flexible working hours and working environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Enough good working facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Availability of insurance and retirement security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Availability of training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Caring management and leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Entertainment and get together events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Availability of Team work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Existence of good reward & recognition systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Trust, respect and honest communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Good relationship among workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Management cooperation and sharing of ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Equal treatment of workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Comfortable working premises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Active internal communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Others – Specify : <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			

INDICATE WHICH FACTORS WOULD MAKE YOU FIRE AN EMPLOYEE (1 = not at all important 5 = very important)						
		1	2	3	4	5
1	Too much absenteeism without justification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Poor time management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Unorganized working behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Fraud and treachery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Lack of respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Refusing order from management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Customer complaints about an employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Poor work performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Others – What? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

HOW WOULD YOU LIKE TO BOOST ENTREPRENERIAL SPIRIT AMONG YOUR WORKERS?

DESCRIBE YOUR IDEAL EMPLOYEE?

Thank you for your time