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**Master's thesis  
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**IN SEARCH OF JOB:  
LINKING CAREER DECISION OF EUROPEAN  
GRADUATES WITH CAREER DEVELOPMENT**

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## **ABSTRACT**

The step taken by the European Community from being an economic community to become an economic union in 1992 with the ratification of the Maastricht agreement reinforced the need for a well- functioning internal market. One of the fundamental aspects of an efficient internal market is a well-functioning labour markets which in turn requires free movement of persons in general and of workers in particular.

However, due to the globalization of business, international assignments are becoming more typical career steps in managerial careers than before. On the other hand, expatriation has been found to include several problems including high costs, adjustment challenges, inefficiency and premature returns.

This paper reports the result of a study, which explores the extent to which career structure has changed. The study examines the roles of national cultures and EC Treaty provisions on free movement of workers on career decisions of European graduates

The study focuses on these issues in a cultural context. The study found that in general, more sophisticated human resources activities were needed for new generation of young careerist. The graduates expect the organizations to provide support when working abroad and the firms should be involved in their career development.

## **ACKNOWLEDGEMENT.**

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Kayode Samson Osunbiyi  
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## **LIST OF ABBREVIATIONS**

EC	European Community
EU	European Union
MS	Member States
UK	United Kingdom
HRM	Human Resource Management
ISHRM	International Strategic Human Resource Management
ECSC	European Coal and Steel Community
Art.	Article
EEC	European Economic Community
MNE	Multinational enterprises
US	United States

## **CHAPTER ONE**

In this chapter the problem area of career decision and career development is introduced. I will present different and related perspective of the problem area, the purpose and demarcation of my study.

### **1.1 BACKGROUND.**

The globalisation of markets and the spectacular acceleration of information and communication technology drive organizations to compete faster, better and cheaper simultaneously. As a result, the success and survival of global corporations is predicted on the capacity of leaders to create and sustain tangible value for the customers and maintain the strategic agility required to respond to new opportunities.

However, identifying opportunities and responding to the benefits of the organization is a function of visionary workforce, which possesses the skills that future prosperity and competitiveness of the organization must be built<sup>1</sup>. Therefore, the future prospects of any organization depend on the proper human resource management; human factors has become the critical success factor for organizations today, and core competence on which other activities are depended.

In this present knowledge economy, the key to the knowledge lies with individuals. It is the individuals who need to use their creativity and innovations to offer the best products and services, and exploit the opportunities provided by globalisation and technological revolution.

Once the individuals realized that they hold the key to organizational success, they now demanded a different approach to work and a different mind-set; most knowledge workers will like to manage and place themselves where they could make the greatest contributions. This latest development pose new challenges for organizations; the organization need adequate coordination skills to strategically align career decisions of these knowledge workers to the career development programmes which the organizations have planned in order to achieve the predetermined objectives, and sustain the competitive advantage.

Consequently, the organizational career development concepts is now in two fold; the individual employee (knowledge worker) who is attempting to plan his or her career in a personally satisfying and productive manner and the second part is the organization that has to effectively select, assess, assign and develop employee to provide a pool of qualified people to meet future corporate needs<sup>2</sup>.

The individual approach is often called career planning (career decision making), which is a deliberate process of becoming “aware of self, opportunities, constraints, choice and consequence, identifying career-related goals and programming work, education, and related develop experience to provide the direction, timing, and sequence of steps to attain a specific career goal”<sup>3</sup>. The individual career decision is a function of many factors especially the society, career goals are majorly influenced by the society, that is, social structure, culture,

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<sup>1</sup> Drucker Peter F. ; `Managing Oneself` Harvard Business Review. March- April 1999 pg65-74

<sup>2</sup> Hall T. D : Career development in organisation; Jossey- Bass Publishers 1988 pg 2

<sup>3</sup> ibid see no 2 pg 2

value system, criteria for success and the expected path through life.<sup>4</sup> This means that in a given organization there may be simultaneously several sets of values represented in employees and managers of different ages. This however means that each category has their definition of career and career success, which increases the complexity, and challenges of managing their careers. More so, the recent development in colleges in which graduate are been encouraged and empowered to maintain portfolio and lifestyle driven careers<sup>5</sup>. This enable individual to not only manage and promote their career expectations but also allow them to promote themselves as flexible and motivated individuals with a balance view of lifestyle and career expectations.

Then, organizational approach which is referred to as career management should be an ongoing process of preparing, implementing, and monitoring career plans undertaken by the individual in concert with the organizational career systems. As organizations embark on different employment systems; full-time, contract or part-time workers, it is important to develop a formidable career management system that will incorporate all career plans of each category of workers. Of much importance is the organizational structure to individual career decisions, the structure which traditionally supported rational long-term careers are being gradually replaced with fluid framework. This has great implication on individual career plans, the fluid framework creates an employment market that is more competitive, and individual seeking career success must acquire marketable and transferable skills which enable them to create their own opportunities by matching “self- awareness with self- opportunities”<sup>6</sup>. An individual that expects to change employers very often is more likely to concentrate on acquiring skills and investing in human capital that will be attractive to future employers. This fluid organizational structure favours some career decisions and others match well with hierarchical structure; the benefit of it all is that, organization could effectively manage different career motive by fitting individual to the right area in which the career motive would be achieved to the competitive advantage of the organization.

Therefore, a balance approach to career development requires the use of both career planning and career management. The two facets complement and reinforce each other quite well. The organization provides the avenue through which individual career plans and preparation can be effectively implemented. The opportunities created are for the mutual benefits of the organization as well as individual. The problem is that many organizations expect their entire employee at all levels to be super heroes in all aspect of their employment; technically brilliant and behaviourally perfect. Just as all organizations cannot be leaders in their fields despite wishing to be one in their mission statement, all employees cannot fulfil all the expectation of the management. Some of the employee want to be specialist in one area, some want to be dynamic, some want to be independent and some aspire for power. Obviously, the career needs of these employee will vary widely.

Lastly, a knowledge society of today is a society of mobility. The essence of a knowledge society is mobility in terms of where one lives, mobility in terms of what one does, mobility in terms of one’s affiliation. This freedom has great influence on career decisions especially among graduates in EU countries where the EU Treaty under the provision on free movement of workers/persons enables EU graduates to seek for employment in any Member States

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<sup>4</sup> Schein E.H : Career dynamics: matching individual and organisation needs; Addison-Wesley Publishing Co. 1978 pg 2

<sup>5</sup> Miller S ; Liciardi R. ( 2003) Tertiary student perceptions of the benefits of professional career management education: an exploratory study: Career development International, Vol.8, No.6, pg 309-315

<sup>6</sup> Ibid see No 4



without been discriminated against. This development should be seen by organization as a blessing in this era of knowledge management for competitive advantage. Organizations as employers are able to fulfil the desire to recruit across Europe. In order to attract the best graduates with multi-dimensional skills, it will be useful for organizations to know more about the career expectations of European graduates which will enable them to develop policies and practices that are effective in attracting, motivating and retaining the graduates.

## **1.2 PROBLEM AREA.**

The unprecedented fast-changing environment, embracing new information, manufacturing and process technologies in the context of the increasing globalisation of product and service market has had significant effect on the nature of work and subsequently affected career management of employees.

This economic constraints and other factors have brought dramatic changes to the organizational structures, and it is believe that widespread of internal changes in organizations are wreaking havoc on traditional careers.<sup>7</sup> Organizations today embark on many changes internally and externally in order to strengthen there competitive advantage and explore opportunities. These changes have little or less regard for psychological effect on employees career motive despite the relative importance of human factors in any organizational intended changes. This surmise that career should also adapt to changing economic conditions. But, it is rather believed that changes in career management of today is due to changes in roles and expectation of both individuals and organizations. While employers have the managerial prerogative to change the context and content of the tasks as the situations demands, the employee are no longer rely on the organization to manage their careers. Individual employee wants to influence their career life. Both the organization and the individual are gradually adjusting to the notion that they have to look out for themselves, meaning that organization will become less paternalistic and individuals more self-reliant.

Therefore, the notion of traditional understanding of career being a series of upward moves, with increasing income, status, power and security within a single organization is dwindling away and it is been replaced with a dynamic career concept which put individuals at the nucleus of all activities. To be competitive in this new career environment, individuals have to take charge of their career and seek to improve themselves always. Depending on the career concept which an individuals seeking, the need to develop sets of marketable and transferable skills is essential and the need to develop awareness about their strength, weakness, value and interest should be of paramount importance to remain competitive<sup>8</sup>. In order to develop the necessary skills for career progression, European graduates have the greatest opportunities to explore the free movement of workers provisions in the EC Treaty. These opportunities enables them to develop international career which is presently regarded has an advantage in this era of globalization, and competition between organizations. In the present business environment, organizations have to develop a strategy that will channel the efforts of more independent and less committed employee. A career development programme is supposed to be a joint process activity. However, in some circumstance, employees developed career plans even when they are unable to integrate these plans with appropriate

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<sup>7</sup> Brousseau K.R, Driver M.J, Eneroth K, and Larsson R.(1996); Career pandemonium: Realigning organisations and individuals: Academy of Management Executive, 10(4) pg52-65

<sup>8</sup> Miller S ; Liciardi R. ( 2003) Tertiary student perceptions of the benefits of professional career management education: an exploratory study: Career development International, Vol.8, No.6, pg 309-315

institutional career management processes. Similarly, some organizations career management plan is prepared without reference to the employee's career interest- that is, promotion and transfer decisions are based solely on the organizational perceived human resource requirement without regard to the employees career interests<sup>9</sup>.

Organizational career development programme is supposed to be an integrated and systematic career development programmes that is responsive to both career aspiration of a diverse employee group and the firm's own staffing needs<sup>10</sup>. Therefore, conventional management development programme are a subset of the career development process, which in turn, is only one-half of the career development process. A development programmes that is directed and designed to selected group of high-potential employees to strengthen their managerial capabilities is not synonymous with career development. Organizations must be interested in all categories and levels of employees. The recent increased organizational interest in employee career development is a response to diverse set of external and internal institutional pressure as well as to express employee interest. In addition, organizations have realized the importance of career development and its significance towards the realization of corporate objectives. Well- trained employees, knowledgeable in effective career management do not need their managers to hold their hands through the process. This frees managers' to handle the tasks most important to them and to the enterprise.

The development we are witnessing within human resource management is greatly influenced by the rapid appreciation of all aspects of global and international activities and issues associated with and affected by human resource management. The importance of people in the competitiveness of firms have received much attention that it is rather impossible to read business periodical or newspaper anywhere in the world without seeing related stories. Consequent to this strategic relevance of HRM, organizations are more concern on proper management of all its functional areas in order to achieve the desired competitive advantages. Among these functional areas is career management and development of the employees. Organizations are now more interested in the importance of linking career development to organizational strategy and creating an environment for diverse career development in order to accommodate the new trends in employees career plans. The justification of great investment in career development should be strategically significant to the organizations. Therefore, the thesis is intended to investigate:

How different individuals with different career orientation and national culture make career decisions regarding possible European careers?

### **1.3 PURPOSE OF STUDY.**

The purpose of this study is to assess and analyse the roles of EU Treaty provisions on free movement of workers, career orientation and national culture on career decisions of European graduates.

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<sup>9</sup> Hall T. D : Career development in organisation; Jossey- Bass Publishers 1988 pg56

<sup>10</sup> Hall T. D : Career development in organisation; Jossey- Bass Publishers 1988 pg56

#### **1.4 DEMARCATIIONS OF STUDY.**

**The** theoretical framework was limited in scope and did not cover psychological and sociological perspectives of the topic. Also, the statistical approach employed was quite elementary for easy understanding, and this was due to less statistical sophistication of the researcher.

In the legal part of the thesis, the study of legislation concerning the mobility of workforce within the European Union was limited to the principles and provisions on free movement of workers. The study did not prove to cover extensive legal issues on the subject and less analysis on case law was carried out. The intension was to show the legal provision that could influence career decisions.

## **CHAPTER TWO**

### **METHOD OF STUDY**

In this chapter I will discuss the chosen method and approach for analysing career decisions of European graduate as well as how I have conducted this survey and the data I used.

The aim of the study was to investigate the career decisions of European graduates in relation to career development as well as investigate the usefulness of these information to organizations for efficient human resource management. The human resource management theories presented in this master programme was used to evaluate the findings. Therefore, the choice of method became both qualitative and quantitative analysis.

By studying the existing human resource management theory on national culture, decision styles as well as individual career views and corporate culture, I have posed a research question. While posing the research question, I have drawn some rational conclusions from different models by Hofstede's theory on national culture<sup>11</sup> combined with Brousseau et al theory on career concepts and corporate culture<sup>12</sup> and Driver et al model on decision styles<sup>13</sup>.

I chose Career concept and organizational career culture to be able to determine if a match between individual graduate career view to organizational career culture and the relationship between organizational career management and long-term profitability and growth. The national culture model is selected to be able to examine any correlation between national culture and career decisions.

Through a field research, I have collected empirical data in order to gather a picture of European graduates career decisions on how they wish to develop their career satisfying my thesis objective. The research question has been empirically tested, through analysing the answers from the questionnaires..

#### **2.1 CHOICE OF EUROPEAN GRADUATES.**

My choice of European graduates have been governed by two parameters, one being the difference in national cultures as defined by Prof. Hofstede and the other being the EU membership or potential membership. That is, those graduates that have the right to free movement of persons/workers. For feasibility reasons, I have limited the thesis to only cover the present and past European graduates of Masters of European Affairs at Lund University, Sweden. The reason been that the programme has international focus; it attracted applicants from all over the world especially the EU Member States. More so, the programme has three areas of specialisation (Business, Law and Politics), which enable me to cover diverse decisions of the graduates.

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<sup>11</sup> Hofstede, Geert; Culture and Organisations. Software of Mind 1994 edition

<sup>12</sup> Brousseau, k and Driver M.J; Enhancing Informed Choice: A career Concept Approach to Career Advisements. Selection 1994, Spring pg 23-31

<sup>13</sup> Driver M.J et al ; The Dynamic Decision Maker: five decision styles for executives and business success. Jossey-Bass Management Series 1993

## **2.2 RESEARCH DESIGN, LITERATURE AND DATA COLLECTION**

A research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems, and it should be a blueprint or detailed plan on how a research study is to be completed. However, qualitative and quantitative methods were used to indepthly gathered information in order to achieve better research results<sup>14</sup>.

The results presented in this thesis are mostly based on primary sources of information being answers from the questionnaires and personal or telephone interviews. The follow-up interview was necessary because it is not possible for a researcher to use any response that appears to be contradictory or inconsistent without a follow-up interview to determine exactly what the respondent had in mind<sup>15</sup>.

However, verifying the hypothetical research question required the combination of both primary and secondary information where the secondary source is represented by already established models and scientifically proven theories on career concepts<sup>16</sup>, decision styles<sup>17</sup>, and organizational cultures<sup>18</sup> as well as characteristics of national cultures<sup>19</sup> and international human resource management. I chose these theories in order to practically apply the knowledge acquired in Strategic International Human Resource Management (SIHRM) course on real business issues. I thought it would be interesting to use the knowledge to contribute to European Human Resource Development (EHRM).

Generally, I have used articles on issues related to the topic from business magazines and academic journals. From Lund's Economic library I have found previously made reports connected to the subject. I have gathered information from official Lund University database website and I have also searched on the Internet for relevant information in order to maintain wide information coverage for the thesis.

The theoretical legal framework is based on primary legal information being the developed EC law on the issue, which I, to a large extent, have found on the EC Treaty, Regulations, Directives, Case law and Joint Employment Report<sup>20</sup>, but also EC library at the faculty of Law in Lund as well as from literature on EC Law studies during this master programme.

The survey was based on information from two sets of European graduates of Master of European Affairs programme at Lund University (2002/03 and 2003/04 sessions). The questionnaires were directed to this group in order to evaluate the impact of international education/experience on career decision vis-à-vis willingness to work in other Member States. More so, Master of European Affairs (MEA), which has three sections Business, Law and Politics, the researcher thought would provide diverse career options for the graduates and the

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<sup>14</sup> Kumar Ranjit, *Research Methodology: A step by step guide for beginners*, Thousank Oak Pub. 1999

<sup>15</sup> Rummel, J.F and Ballaine, W.C : *Research Methodology in Business*, Harper and Row Pub. 1963

<sup>16</sup> Brousseau, K at al : *Career Pandenonium ; Realigning Orgainsational and Individual* , Academy of Management Executive 1996 Vol 10 No. 4

<sup>17</sup> Driver M.J et al ; *The Dynamic Decision Maker: five decision styles for executives and business success*. Jossey-Bass Management Series 1993

<sup>18</sup> Brousseau, k and Driver M.J; *Enhancing Informed Choice: A career Concept Approach to Career Advisements*. Selection 1994, Spring pg 23-31

<sup>19</sup> Hofstede, Geert; *Culture and Organisations*. Software of Mind 1994 edition

<sup>20</sup> Joint Employment Report found on [europa.ue.int/rapid7start/cgi/guesten.ksh?p-action.gettext=gt&doc=MEMO/04/](http://europa.ue.int/rapid7start/cgi/guesten.ksh?p-action.gettext=gt&doc=MEMO/04/) (date visited 2004-02-17)

programme is more relevant to European labour market as well as attracted European students from all Member States.

My first step in this survey was to send the letter of interest to European graduates that participated in MEA programmed for 2002/03 and 2003/04 sessions. Letters was sent to 60 graduates and the result was used for the subsequent survey. It is important to mention that all responses to the letter of interest were not applicable to the survey because some of them were non-European graduates.

The Sample and Answers analysis is presented below.

	<b>Present</b>	<b>Past</b>
<b>Business</b>	12	5
<b>Law</b>	5	6
<b>Politics</b>	7	5

**Table 1**                      **Sampled Group Analysis**

	<b>Present</b>	<b>Past</b>
<b>Business</b>	9	3
<b>Law</b>	2	4
<b>Politics</b>	4	2

**Table 2**                      **Response Analysis**

Regarding session responses, 62.5% response rate of the present graduates was achieved while 56% response rate of the past graduates was achieved. I believe this was made possible by regular reminder letter to the respondents.

In all, forty questionnaires were sent out and 24 persons participated in the survey through two sets of questionnaire, one for each session of graduates, with almost the same set of questions. In addition, 5 persons participated in the follow-up interview.

### **2.3 VALIDITY AND RELIABILITY OF THE STUDY.**

The questionnaires had 16 broad questions, which adequately covered the problems and objectives of the study. That is, face and content validity was justified through this study, “face and content validity is justified and fulfilled when there is a logical link between the questions and the objectives of the study, and the questions of the survey covered the full range of the issue or attitude to be measured”<sup>21</sup>.

However, the methodological limitation of the number of respondent is primarily to keep the amount of work feasible while still in line with the requirement for our master thesis. The significance of the result is thus limited. For the same reason as stated above, I primarily stick to the most aggregated level, I restricted myself to corely identified problem areas and describe their relative importance, and to limited extent suggested solution to enhance career development at individual and organizational level. The results do not claim to present the true picture of a general theory.

<sup>21</sup> Babbie Earl ; Survey Research Method, Calif. Wadsworth Pub. 2<sup>nd</sup> ed, 1990

In addition, the non-response analysis is presented below to give more clarification on the validity and reliability of the study.

	<b>Present (%)</b>	<b>Past (%)</b>
<b>Business</b>	25	40
<b>Law</b>	60	33
<b>Politics</b>	43	60

**Table 3 Non-Response Analysis of the Survey.**

In terms of session, the non-response rate of the present graduate was 37.5% while that of the past graduates was 44%.

## **2.4 CONCLUDING REMARKS**

In brief summary of the chosen methodology, I have used both qualitative and quantitative methods. From reading the described literatures on national and organizational cultures, decision styles and individual career concepts. I have posed a research question relating these theories to career development. The question was tested through a case study in the form of a survey on Master of European Affairs graduates (MEA European graduates).

The field research included the use of both questionnaire and interviews, which are the basis for my analysis. Some of the answers are transformed into numbers that I could statistically measure using mean and percentage of the posed questions.

## CHAPTER THREE.

### BUSINESS THEORETICAL FRAMERWORK

In this chapter, I discussed the theories and models supporting the topic. The theories which form the foundation and which this study could be based.

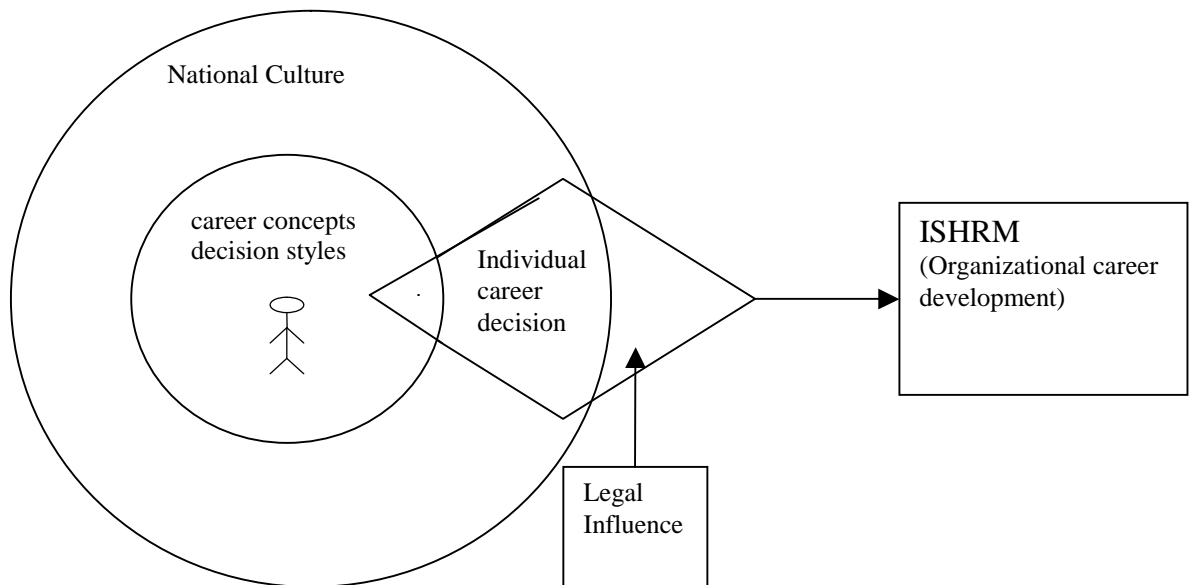


Figure 1

### **RESEARCH MODEL**



### **3.1 STRATEGIC INTERNATIONAL HUMAN RESOURCE MANAGEMENT.**

The competitiveness of business world has made more companies to recognise the importance of managing their human resource as effectively as possible. In doing so, they recognise that the objective could only be achieved by incorporating global context to human resource management. It is virtually impossible to read a business periodical or newspaper anywhere in the world without seeing stories detailing the success of a company due to how effectively it manages its people<sup>22</sup>. However, as the environment becomes more global, managing people also becomes more challenging, unpredictable and uncertain, and also subject to more rapid change and surprise.

It is important to know that the development we are witnessing within human resource management is the rapid appreciation of all aspects of global and international activities and the issues associated with and affected by human resource management. The importance of managing people effectively in the global context is so great that many companies are devoting a great deal of time, attention, skill, and effort into doing it so well. The emphasis is that people have to be managed strategically in order to achieve corporate objectives. The strategic significance of human resource management is so great that several companies have instituted this approach as an integral component of their management process<sup>23</sup>. The core elements necessary for any firm to function effectively have been identified to be; mission and strategy, organisational structure and human resource management.<sup>24</sup> Hence, due to the present globalisation and competition, it is more rational to focus on HRM from an international perspective

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<sup>22</sup> Schuler, R.S; The Internationalization of HRM: Journal of International Management 6 (2000) pg239-260

<sup>23</sup> Tichy et al: Strategic HRM, Sloan Management Review, Winter 1982

<sup>24</sup> Tichy et al: Strategic HRM, Sloan Management Review, Winter 1982

## Strategic Management and Environmental Pressures

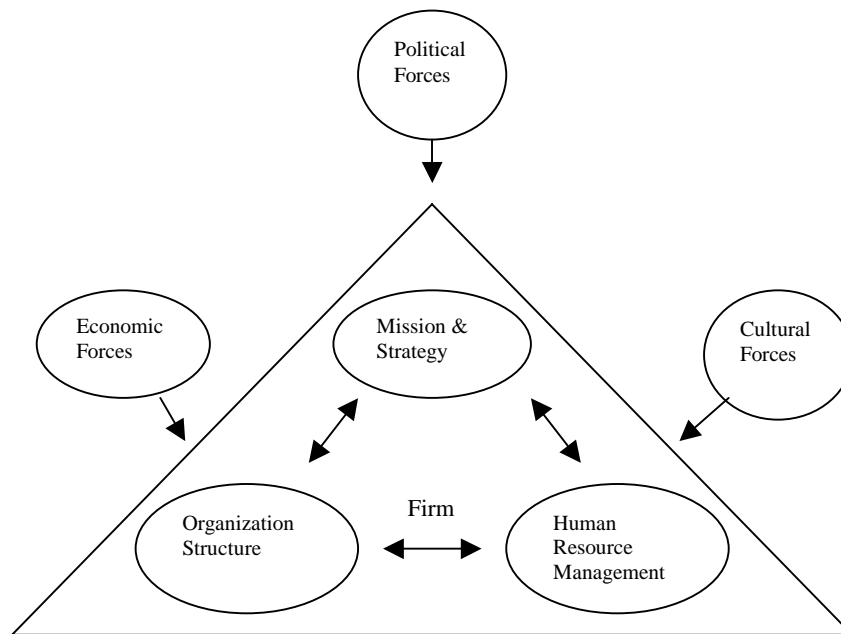


Fig.2

Source: Tichy et al: Strategic Human Resource Management, Sloan Management Review, Winter 1982.

Galbraith and Nathanson, who expanded on Chandler's analysis, first presented the incorporation of human resource management to the strategic arena.<sup>25</sup> This analysis was developed to focus on issues such as fitting performance measures to the strategy and structure as well as to rewards, career path, and leadership styles.

The external forces (political, economic and cultural) have great impact on the international operation of the business and these forces are not under direct control of organizations. Consequently, firms could possibly distinguish themselves in international operations by relying on internal strength through mission and strategy, organizational structure and human resource management. Nowadays, it is more rational to focus on HRM from international strategic perspective in order to challengingly operate in this turbulent business environment.

### 3.1.1 REVIEW OF STRATEGIC ROLES OF INTERNATIONAL HRM.

HRM is a vital function in organizations but managing human resource effectively requires that special expertise of HR professionals in the HR department be used by, and in partnership with line managers and other employees. HRM functions are strategic in focus as it involves attending to the concerns of the moment while keeping a long- term perspectives

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<sup>25</sup> Galbraith and Nathanson, D ; Strategic Implementation: The Role of Structure and Process, (St. Paul, west publishing 1978) in Tichy et al: Strategic Human Resource Management, Sloan Management Review, Winter 1982.

in mind. More so, it also involves continuously improving and changing activities that take time to put in place and produce results. Thus, HRM includes<sup>26</sup>

- a. The people managing activities, policies, and practices that firm can use to complete effectively now.
- b. The many changing forces (e.g. new competitors, new technology, business restructuring, legal, and social concerns) that organizations need to understand and respond to in order to ensure they are positioned to compete effectively over a longer time.

The strategic significance of IHRM could not be overemphasized especially in this era where the competitiveness of companies and nations has been increasingly recognised to stem from the calibre of their people. The significant advantages of companies having workforce that are fully developed, highly motivated, and rewarded for creativity and innovations is widely understood. But because the human resource is now so central to the success of companies, strategies are now formulated in ways that make people the central features.<sup>27</sup>

Notwithstanding the importance of IHRM, there is no adjudged best human resource practice or set of practices (rather, it is linked with distinctive organizational strategies, structures and process). There is dynamism in IHRM; companies could employ different practices that are in line with their organisational culture and available resource to achieve tangible performance.

The strategic implication of IHRM in many multinational enterprises operating in diverse environment has never been greater. While global competitions suggest that MNE have indeed taken to being international competitive, the need to manage globally, as if the world were one vast market, and simultaneously to manage locally, as if the world were a vast number of separate and loosely connected markets has been a great challenge.<sup>28</sup> The trend is creating a great deal of challenge and opportunity in understanding and conceptualizing exactly how MNE can compete effectively. Adequate knowledge of conditions in a variety of countries and knowledge of how to manage both within and across countries in the essence of international HRM. The complexities of operating in different countries and employing different national categories of workers are a key variable that differentiate domestic and international HRM, rather than any major difference between the HRM activities performed.<sup>29</sup>

Thus, strategic international human resource management could be defined as “human resource issues, functions, and policies and practice that result from the strategic activities of MNEs and that impact the international concerns and goals of these enterprises.<sup>30</sup> Although this definition is certainly consistent with the definition of HRM presented within a domestic context, the definition also facilitates the inclusion of a significant number of factors discussed in international literature, both in the areas of international management and business, and international HRM.

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<sup>26</sup> Schuler, R.S; The Internationalization of HRM: Journal of International Management 6 (2000) pg239-260

<sup>27</sup> Schuler, R.S; The Internationalization of HRM: Journal of International Management 6 (2000) pg239-260

<sup>28</sup> Barlett, C.A and Ghoshal, S; Managing Across Border; the transnational solution. London Business School (1991)

<sup>29</sup> Dowling, P.J et al ; International dimension of human resource management, south-western, Cincinnati, 1991

<sup>30</sup> Schuler, R.S et al; An integrative framework of SIHRM. International Journal of HRM , December 4 717-764

## Factors in ISHRM

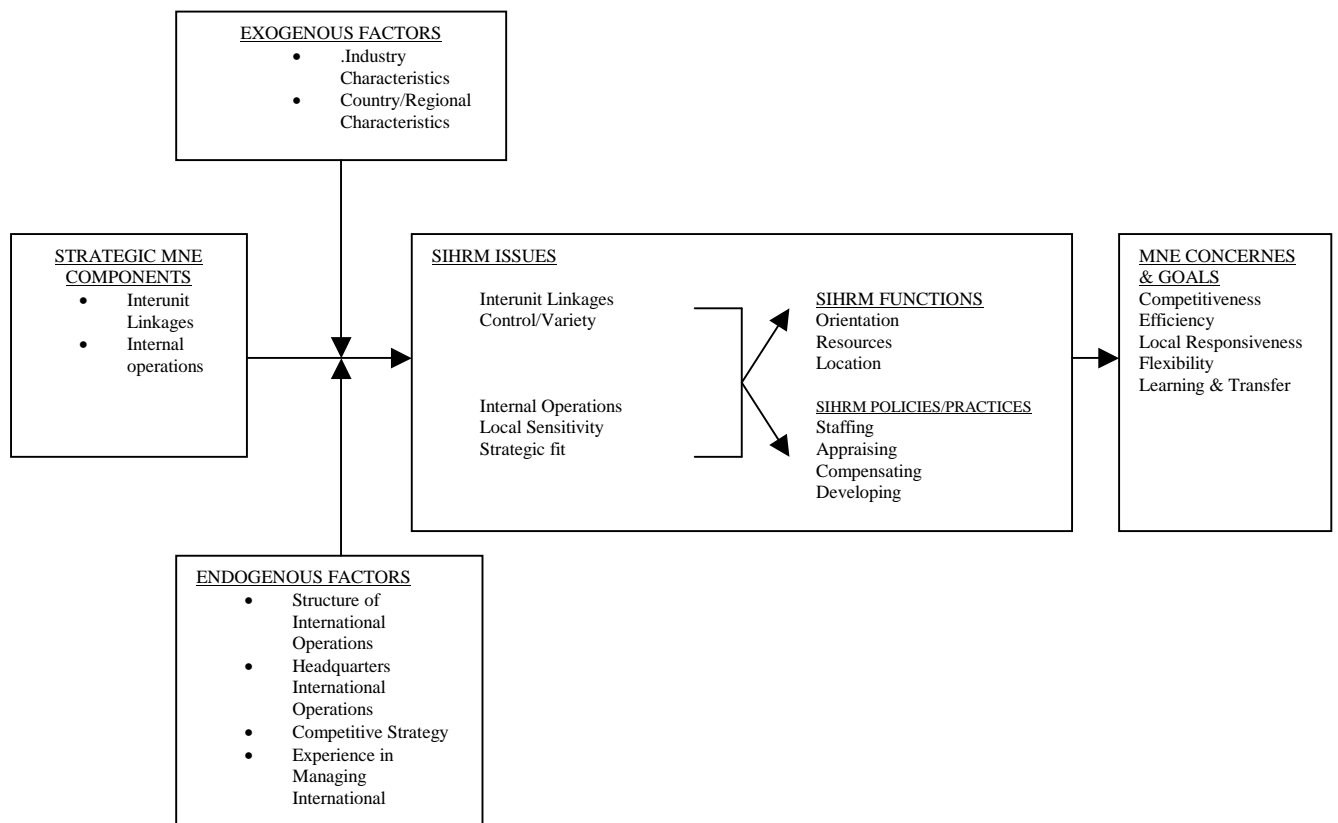


Fig.3

Source: Schuler, Randall S.; The Internationalization of Human Resource Management, Journal of International Management, 6(2000)

The figure shows the factors in international HRM and their relationship. With the concern for being global and the concern about the transfer of learning and being multinational and, therefore, simultaneously being sensitive to local conditions several strategic concerns relevant to international HRM arise.

### 3.1.2 A REVIEW OF HRM ACTIVITIES FROM AN INTERNATIONAL PERSPECTIVE

As pointed earlier, there is no much difference between domestic and international HRM. Because some of the most important tasks in international HRM involve staffing, assessment and compensation, training and development, reward, which are considered to be the main activities in domestic HRM.<sup>31</sup> It is rather the way in which these activities are to be performed

<sup>31</sup> Paauwe and Dewe (1995): HRM in multinational companies; theories and models: International HRM London.

that give rise to such difference. A number of HRM activities that are regarded to be crucial to this field with emphasis on the possible problem areas and bottlenecks are described based on Paauwe and Dewe article.<sup>32</sup>

### **STAFFING:**

In general, staffing issues in international setting involve filling critical management positions. There is no difference between international and domestic HRM when staffing involves employees at the middle management and operational levels as personnel are locally sourced. However, when the staffing involves the strategic position, there are various options to choose from: parent-country nationals, host-country nationals and third- country nationals. The ultimate choice depends on the attitude of the top management of the parent organization

Research has identified three types of staffing policies in international business: the ethnocentric approach, the polycentric approach, and the geocentric approach

**THE ETHNOCENTRIC APPROACH:** This staffing policy is the one in which all-key management positions are filled by parent-country nationals. Firms pursue an ethnocentric staffing policy for three reasons.<sup>33</sup>

1. The firm may believe the host country lack qualified individuals to fill senior management positions.
2. The firm wants to maintain a unified corporate culture
3. The firm is trying to create value by transferring core competence to a foreign operation.

This approach limits advancement opportunities for host-country nationals that could lead to resentment, lower productivity, and increased turnover. Also, it could lead to “cultural myopia”, due to the firms failure to understand host-country cultural difference that require different approaches to marketing and management and the adaptation of expatriate managers can take a long time, during which they may make major mistakes<sup>34</sup>.

**THE POLYCENTRIC APPROACH:** This staffing policy requires host-country nationals to be recruited to manage subsidiaries. This approach could be regarded as a response to the shortcomings of an ethnocentric approach. Cultural myopia problem is solved and it is less expensive to implement, more commitment on the part of the host-country nationals as they aspire for advancement within the firm. However, host-country national has limited opportunities to gain experience outside their own country and cannot progress beyond senior positions in their own subsidiary. Also, a gap could be form between host-country managers and parent-country managers. Language barriers, national loyalties, and a range of cultural difference may isolate the corporate headquarters staff from the various foreign subsidiaries.<sup>35</sup>

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<sup>32</sup> Paauwe and Dewe (1995): HRM in multinational companies; theories and models: International HRM London. Emphasis are added with more reference sourced. Emphasis added with other references

<sup>33</sup> Hill C.W.L. (2001) International Business; Competing in the Global Marketplace, Irwin McGraw-Hill

<sup>34</sup> Hill C.W.L. (2001) International Business; Competing in the Global Marketplace, Irwin McGraw-Hill

<sup>35</sup> Hill C.W.L. (2001) International Business; Competing in the Global Marketplace, Irwin McGraw-Hill

**THE GEOCENTRIC APPROACH:** This type of staffing policy seeks the best people for the key jobs throughout the organisation, regardless of nationality. This enables the firm to make the best use of its human resources, also, the firm is able to build a cadre of international executives who feel at home working in a number of cultures. This approach is expensive to implement and many countries want foreign subsidiaries to employ their citizens. To achieve this goal, they use immigration laws to require the employment of host-country nationals. Many countries including the United States require firms to provide extensive documentation if they wish to hire a foreign national instead of a local national.<sup>36</sup>

**Composition of Staffing Approaches**

<b>Staffing Approach</b>	<b>Strategic Appropriateness</b>	<b>Advantages</b>	<b>Disadvantages</b>
<b>Ethnocentric</b>	International	Overcome lack of qualified managers in host nation Unified culture Helps transfer core competencies	Produce resentment in host country Can led to cultural myopia
<b>Polycentric</b>	Multi Domestic	Alleviate cultural Myopia Inexpensive to implement	Limit career mobility Isolates Headquarters from foreign subsidiaries
<b>Geocentric</b>	Global and Transnational	Uses human resources efficiently Helps build strong culture and informal management network	National immigration policies may limit implementation Expensive to implement

Table 4

Source: Hill, C.W.L (2001): International Business; Competing in the Global Marketplace, 3<sup>rd</sup> edition, Irwin McGraw-Hill

The above-described staffing approach has a great impact of the human resource practice of any firm. Also, these practices could affect the career decisions of European graduates despite the Treaty provision for free movement of workers. The staffing policy of firms determine how and where to recruit, and how to transfer the workers.

## **ASSESSMENT AND COMPENSATION**

A particular thorny issue in many international business is how best to evaluate the expatriate managers' performance. Paauwe and Dewe<sup>37</sup> argues that the nature of assessing and

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<sup>36</sup> Hill C.W.L. (2001) International Business; Competing in the Global Marketplace, Irwin McGraw-Hill

<sup>37</sup> Paauwe and Dewe (1995): HRM in multinational companies; theories and models: International HRM London. Emphasis are added with more reference sourced

compensating international managers is reflected in the criteria applied, which is applied not only to professional expertise but also to the managers ability to adjust to local circumstance and culture, which may differ sharply from those in the home country. These system reflects a traditional approach to international managers, in the sense that they are still based on ethnocentric attitudes held by a top management predominantly uses parent-country nationals to staff the company's foreign subsidiaries

The most appropriate method to use for international managers when it comes to assessment and compensation is to develop a system that has global perspective and focus on entire range of preference, values, and business approaches in relation to the task, at the same time, on a daily basis, with people, colleagues and clients ranging from different cultures, countries and region. The developed system should be accessible, easy to understand, equitable and motivating for every manager, regardless of nationality and cultural background, and it must be competitive on a world scale.

The task of assessing and compensating international manager is difficult, essentially, due to difference economic, political, and cultural factors in countries all over the world. Paauwe and Dewe<sup>38</sup> identified three problems in doing this:

1. In assessing an international manager's performance (of the subsidiary), contributions (often expressed in terms of profits and sales figures) to the whole strategic objectives of the company must also be taken into account in addition to the ability to adapt to local environment. As financial results are not always the best way to appraise international managers, it is always important to view the result from the perspective of actual contribution to the concern's overall objective.
2. Long distance assessment always bring complications despite the entire intranet and internet information network. It is difficult for the staff in headquarter to have precise information on the basis which the subsidiaries achieve their results.
3. Compensation system for international managers should be designed in a way that it will increase their commitment to the overall/global objectives of the company and its organisational culture. Instead of only addressing purchasing power difference, fiscal regimes and hardship compensations

## **TRAINING AND DEVELOPMENT**

The approach to training and development within international HRM has changed from mere training requirement of expatriates to a truly international training and development system that is available to all managers to improve their performance from a global perspective regardless of the country of origin.

Various authors and firms have identified this issue as the most crucial activities in international HRM. Companies such as Shell and Unilever are known for their commitment to developing global managers; and comparatively, European and Japanese companies see

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<sup>38</sup> Paauwe and Dewe (1995): HRM in multinational companies; theories and models: International HRM London. Emphasis are added with more reference sourced

this as a competitive factor than American counterparts<sup>39</sup>. When a firm form a system of reserving training and development for the “elite” from parent-country nationals, it lead to a negative impact by discouraging potential local managers by limiting their knowledge with only the local market and impeding them to integrate into the company. The local managers are therefore barred from further growth, which they might have achieved by making strategic contributions to the company as a whole. In order to increase the competitiveness of companies, it is important to train management candidates from all over the world so that the organization can put together an effective management team from different nationalities and cultural background.

Nowadays, employees’ development is seen as a tool used by companies to achiever their strategic goals. The area for the required training is vast and wide-ranging, as the manager has to know the particular organization (which he/she has been assigned), the job and the required skills.<sup>40</sup> More so, the person must acquire an understanding of the local climate (social, cultural and legal) and develop the necessary skills to perform well in that situation.

### **3.1.3 HRM PRACTICES AND CAREER DECISIONS.**

From the previous discussion, it may be said that polycentric oriented firms will be the best environments for the graduates that wish to develop his/her career within the national territory. All HRM activities of such firms are centred on how to develop the employee career to achieve the best within the country. However, graduate that wish to launch an international career will never be attracted to such organizations, especially, nowadays that international exposure of workers greatly contributes to career development.

Ethnocentric oriented firms however, will create a conducive environment for graduates that wish to start their career at home to acquire some practical skills and training before venturing into international career. In reality, ethnocentric oriented firms in the EU will have to give equal opportunities to EU graduates to start their career but other organizational policies or activities could still be use to foster the ethnocentric belief of the firm. Home nationals could be put on fast career track and progressively exposed to management development programmes in order to take up challenging career abroad.

Geocentric oriented firms give equal opportunities to European graduates regardless of nationality. Such firms are the best for the graduates that wish to develop international careers. However, the graduates must believe in themselves, these group of firms are not professional good for mediocre because competition is keen and the firms almost always recruit the best graduates across Europe to place on their management development programmes

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<sup>39</sup> Paauwe and Dewe (1995): HRM in multinational companies; theories and models: International HRM London. Emphasis are added with more reference sourced

<sup>40</sup> Arif, F.U.A (2000) ; Mobility Barrier to European Integration: Overcoming Homeostatic Legal, National Culture, Organisational Structure, Human Resource Management and Career Concept Issue. MEA thesis



**Three Types of Headquarters Orientation Toward Subsidiaries in International Enterprises**

<b>Organization Design</b>	<b>Ethnocentric</b>	<b>Polycentric</b>	<b>Geocentric</b>
<b>Complexity of Organization</b>	Complex in home country, simple in subsidiaries	Varied and Independent	Increasingly complex and interdependent
<b>Authority: Decision Making</b>	High in headquarters	Relatively low in headquarters	Aim for a collaborative approach between headquarters and subsidiaries
<b>Evaluation and Control</b>	Home standards applied for persons and performance	Determined locally	Find standards which are universal and local
<b>(HRM) Rewards and Punishments; Incentives</b>	High in headquarters Low in subsidiaries	Wide variation; can be high or low rewards for subsidiary performance	International and local executives rewarded for reaching local and worldwide objectives
<b>Communication: Information flow</b>	High volume to subsidiaries (orders, commands, advice)	Little to and from headquarters: little between subsidiaries	Both ways and between subsidiaries; heads of subsidiaries part of management team
<b>Identification</b>	Nationality of owner	Nationality of host country	Truly international company but identifying with national interests
<b>(HRM) Perpetuation (Recruiting, Staffing, Development)</b>	Recruit and develop people of home country for key positions everywhere in the world	Develop people of local nationality for key positions in their own country	Develop best men everywhere in the world for key positions everywhere in the world

**Table 5**

Source: Paauwe and Dewe: Human resource management in multinational corporations: theories and models; International HRM, London, 1995.

(Supplied by the compendium, Spring 2004 for the MEA students)

The figure above demonstrates information on organizational design based on geocentric, polycentric and ethnocentric approach. It relates different activities to these approaches. For example, in geocentric approach, HRM department focus to a great extent on recruiting and training best men everywhere in the world for the key positions anywhere in the world. Lines

of information and communication are always two- channel which can be described in terms of “information and feedback system” used by headquarter to effectively manage the corporation. This approach fully achieves the equality and full potential of the entire workforce.

Practically, this figure demonstrates organizational orientation that has great influence on the career decisions of potential workers. For example, a graduate who aspire to become a global manager in the next seven years will never wish to start a career in an organization with polycentric orientation. Rather, he/she will most likely achieve such ambition in company with geocentric orientation. Wrong decision at this time will go a long way to affect the career advancement

### **3.2 NATIONAL CULTURE ON CAREER DECISIONS.**

We are living in a complex world where people and countries are more than ever interdependence. But these relationships in this context are governed by their values, norms and beliefs that have great influence in the present day economic activities. Culture has been identified to be a great factor in all area of life, be it management, marketing, communication, negotiation, business ethics etc. Issues of cross-cultural difference have been recognised by managers and analysts around the world. As different culture hold different views and perceptions, “one size fit all” that is, a good manager in the united states will also be a good manager in other countries, and that effective US management practice will be effective anywhere in the world<sup>41</sup> is now being supplanted with the knowledge that managerial attitudes, values, behaviour, and efficacy differ across cultures.

Understanding cultural differences is regarded to be essential in resolving the conflict between economic, technological, legal and other factors of co-operation in order to obtain the desired goals<sup>42</sup>. In the face of present day cultural diversity, it is believe that firms that is managed in consistent to national cultural expectation will be better performing than firms whose management practices do not fit national culture.

Consequence to the importance of culture in international management, more research has been done in the field of national cultural difference to increase its understanding and how this knowledge could be use to foster effectiveness in international management. Among these diverse research on culture and cultural implications on international business, Geert Hofstede’s research has become well known by the theorists and the managers in international arena. Prof. Hofstede is with the Institute for Research on International co-operation, the Netherlands. It will be interesting to examine career decisions in the light of national cultures and what component of the national culture influences career mobility.

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<sup>41</sup> Newman, K.L and Nollen, S.D (1996): Culture and Congruence: The fit between management practices and national culture, *Journal of international business studies* vol. 27, No. 4 pg753-779

<sup>42</sup> Hofstede Geert; Cultural dimension in managment and planning, *Asian Pacific Journal of Management* , January 1984 pg 81-99

### 3.2.1 THE DEFINITION OF CULTURE

Culture has been defined in many ways. Thus, I looked into a couple of the definitions of culture to identify the relationship among them.

The word culture was defined as the collective programming of the mind that distinguishes the members of one group from another<sup>43</sup>. In the same light, another scholar describes culture as the ways in which a group of people solves problems.<sup>44</sup> Whereas Edgar Schein defines cultures as a pattern of shared basic assumptions that the group learned as it solved its problem of external adaptation and internal integration.<sup>45</sup>

The above definitions are in line with the national culture of Beck and Moore which define culture as the values, belief and assumption learned in early childhood that distinguish one group of people from another<sup>46</sup>.

Combining the essential elements of these definitions, we can deduce that culture

- is learned, not inherited
- involves responses to a set of problems
- by a group
- whose members are linked by shared experiences
- where there is some stability of group membership, and culture
- has elements that bind together in a way that the whole is different from the simple sum of the parts

However, Jean-Claude Usunier, (Professor at the Economics Business Faculty of University of Louis Pasteur in Strasbourg) presented another perspective in which he divided culture into two; Cross-Cultural and Inter-Cultural approach.<sup>47</sup> The cross-cultural approach analyses the contrast in different national cultures whereas the inter-cultural approach studies the interaction between various groups within one national culture. He argues on a single definition of culture on the basis that it is so vague and vast.

It is pertinent to note that when studying different culture, there is no scientific standard that claims any specific culture to be superior or inferior to another. Within one group culture or category such concepts are applied because some ideals may not go along with the norms of that culture. The role of national culture is now a great challenge to management, especially HRM division in present era of globalisation. The management must create a conducive environment that integrates organizational culture and country's culture in order to achieve the desired objectives.

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<sup>43</sup> Hofstede Geert; Culture and Organisations: Software of the Mind , Harper Collins , London 1994

<sup>44</sup> Trompenaars Fons ; Riding the Waves of culture: Understanding diversity in Global Business, Burr Ridge; Irwin 1994

<sup>45</sup> Schein Edgar; Organisational culture and leadership , Jossey-Bass ( San Francisco) 1992

<sup>46</sup> Beck et al (1985) ; Linking the host culture to organisational variables, In P.J Frost et al; Organisational Culture, Bever hills, Calif

<sup>47</sup> Usunier, J.C. Marketing Across Cultures, Prentice Hall Europe, 2<sup>nd</sup> edi. 1996

### **3.2.2 HOFSTEDE'S STUDY- ON CULTURAL DIFFERENCE**

Hofstede classified human mental into three levels: human nature, culture and personality. These three levels are shown in the figure below.

#### **Three Levels of Uniqueness in Human Mental Programming**

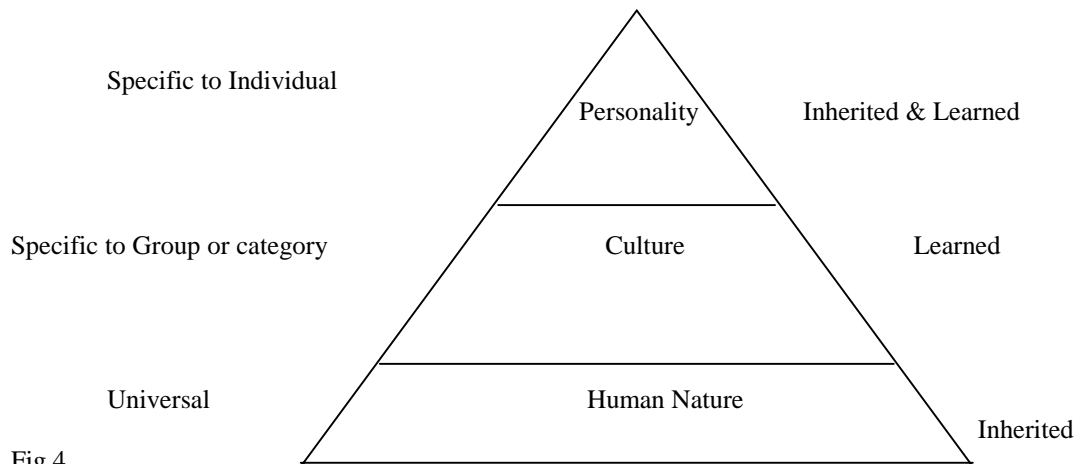


Fig.4

Source: Hofstede: Culture and Organization; Software of the Mind, 1997

The figure above shows the critical factors that shape our thought, behaviours and approach to life.

Cultural differences can present themselves in the form of symbols, heroes, rituals and values conception. Within one culture, these conceptions are valued greatly and practised which are explicitly visible but can be implicitly interpreted correctly. In the figure below, these forms are illustrated as the skin of an Onion, which represent the degree to which a cultural phenomenon is visible.

## The different levels of culture

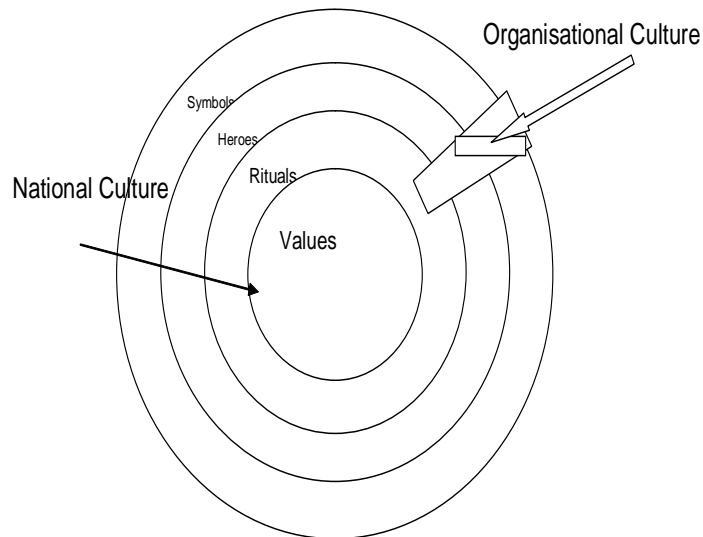


Fig. 5

Source: Hofstede: Culture and Organization; Software of the Mind, 1997

The layer of culture referred to the degree to which a cultural phenomenon is visible or knowable to the observer. Culture is often depicted as an iceberg. The tip of the iceberg is visible, which is a metaphor for explicit culture; the rest below the water, which cannot be seen from the surface, is a metaphor for implicit culture.<sup>48</sup>

All these symbols in the circle are represented in the groups, and when the groups come together with another group with same symbols having different ways of practices, immediately creating an inter-cultural clash

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<sup>48</sup> Paul Marer; Introducing Culture in Business Courses. An introductory note for the teaching of Culture and the relevance to present day business management.

### **3.2.3 HOFSTEDE'S STUDY- ON THE DIFFERENT NATIONAL CULTURE**

Individuals almost always belong to many groups and categories at the same time and thus carry several layers of mental programming corresponding to various in—groups.

1. National level for one's country
2. Regional, ethnic, religious and/or linguistic affiliation level
3. Organizational level for the employed
4. Gender level
5. Generation level
6. Social class level

Human societies have existed for many years but the concept of “nation” or “nation state” in political terms is recent one. Consequently, Hofstede emphasises not to equate nation with society. Historically, societies evolve out of various form of social organization and the culture concept applies more to a society than a nation. In modern times, nation do not enjoy the same homogeneity as ancient societies but their citizens share a significant mental programming which makes it relevant to study.

Addressing culture from national perspective, Hofstede gives it four-dimensional approach. They are:

- i. Power Distance Dimension (PDI), which is divided into small and large PDI
- ii. Individual Vs Collectivism Dimension (IDV), which is divided into low and high IDV
- iii. Uncertainty Avoidance Dimension (UAI), which is divided into weak and strong UAI
- iv. Masculinity Vs Feminity Dimension (MAS), which is divided into Feminine (Low MAS) and Masculine (high MAS)

#### **POWER DISTANCE DIMENSION (PDI)**

This dimension deals with the relationship to authority. This shows how people respond to inequality that is present in every society and this is reflected in the manner in which each of them deals with it in their unique and different way. The Power Distance Index measures the relationship in a country. Thus, it could be define as the extent to which the members of a society believe that power and status are distributed unequally and accept an unequal distribution of power as the proper way for social system to be organised. Social system in this context could be family, schools, community as well as organisations.

However, People in Large Power Distance (high score) societies accept a hierarchial order which individuals have a unique position without further justification. Whereas in Small Power Distance (low score) societies endaviour for power equalisation and demand accountability for power inequalities. For better understanding, some major characteristics of these two variations, as pointed out by Hofstede are given below (the list is not exhaustive)<sup>49</sup>

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<sup>49</sup> Hofstede Geert; Culture and Organisations: Software of the Mind , Harper Collins , London 1994

**Large PDI:**

- Power prevails over right
- Holder of power is always right and good
- The powerful have privileges
- Large income difference
- Subordinated expected to be told what to do

**Small PDI:**

- Power should be legitimate
- Holder of power can be good or evil
- All should have equal rights
- Small income difference
- Subordinates expected to be consulted

**INDIVIDUAL Vs COLLECTIVISM DIMENSION (IDV)**

This dimension deals with the role of individual and the group within the society. Individualism-Collectivism is the extent to which identity derives from the self versus the collectivity. Hofstede defines individualism as “a preference for a loosely knit social framework in society wherein individuals are supposed to take care of themselves and their immediate families only<sup>50</sup>. In the opposite way is collectivism, which according to Hofstede “stands for a preference for a tightly knit social framework in which individuals can expect their relatives, clan or other in-group to look after them in exchange for unquestioning loyalty<sup>51</sup>. He further clarify that the word collectivism is not used here to denote any political system. For better understanding, some major characteristics of these two variations as stated by Hofstede are listed below (the list is not exhaustive)<sup>52</sup>

**Collectivist (low IDV):**

- Group interest prevails over individual interest
- Economy based on collective interest
- Relationship prevails over task
- Societal harmony and consensus are goals

**Individualist (high IDV)**

- Individual interest prevails over group interest

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<sup>50</sup> Hofstede Geert; Cultural dimension in management and planning, Asian Pacific Journal of Management , January 1984 pg 83

<sup>51</sup> Hofstede Geert; Cultural dimension in management and planning, Asian Pacific Journal of Management , January 1984 pg 83

<sup>52</sup> Hofstede Geert; Culture and Organisations: Software of the Mind , Harper Collins , London 1994

- Economy based on individual interest
- Task prevails over relationship
- Self-actualisation per individual is a goal

### **UNCERTAINTY AVOIDANCE DIMENSION (UAI)**

This dimension reveals the extent to which people are threatened by uncertain, unknown, or unstructured situation. Hofstede defines it as “ the degree to which the member of a society feel uncomfortable with uncertainty and ambiguity”<sup>53</sup>. This feeling encourages them to believe in promising certainty and maintaining institutions protecting conformity. Strong Uncertainty Avoidance societies maintain stern codes of belief and behaviour, and are intolerant towards deviant persons and ideas, whereas Weak Uncertainty Avoidance societies maintain more relaxed atmosphere that favour practice to principles about deviance is more easily tolerated. This dimension addresses how a society reacts on the fact that time only runs one way and the future is unknown; whether it tries to control the future or let it happen. Uncertainty has consequence for the way people build their institutions and organisations. For more understanding, some major characteristic of these two variations as mentioned by Hofstede are shown below (the list is not exhaustive)<sup>54</sup>

#### **Strong UAI:**

- Uncertainty is a threat to be fought
- Many and precise laws
- We are sinners if we do not respect rules
- Citizens protests should be repressed
- Citizens negative towards institutions
- Officials are pessimistic towards political process
- Belief in experts and specialisation
- There is only one truth and we have it

#### **Weak UAI:**

- Uncertainty is accepted as it comes
- Few and general laws
- Disrespected rules shall be changed
- Citizens competence Vs authorities
- Citizens protests acceptable
- Citizens positive towards institutions
- Officials are positive to the political process
- Beliefs in generalists and common sense
- One group’s truth is not true for others

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<sup>53</sup> Hofstede Geert; Cultural dimension in managment and planning, Asian Pacific Journal of Management , January 1984 pg 83

<sup>54</sup> Hofstede Geert; Culture and Organisations: Software of the Mind , Harper Collins , London 1994



## **MASCULINITY Vs FEMINITY DIMENSION (MAS)**

All human societies consist of men and women being two biologically distinct specimen of mankind. “Masculine” and “Feminine” is used for social distinction. For example, a woman can be masculine but that does not make her a man. This dimension addresses the way, which a society allocates social (as opposed) to biological roles to the sexes. Masculine is said to stands for a preference in society for achievement, heroism, assertiveness and material success<sup>55</sup>. While in its opposite is Femininity which stands for a preference for relationship, modesty, caring for the weak, and the quality for life<sup>56</sup>.

Doing and acquiring rather than thinking and observing characterize masculine societies. There value for achievement and abhor for failure produces performance societies and these values also evident in women in these societies. Feminine societies value affiliation and view failure as much less important. These societies revolve quality –of- life mentality and always became welfare societies in which caring for all members, even the weakest, is an important goal for men as well as women.

Like the Individualism-collectivism Dimension, the masculinity-Femininity relates to people’s self-concept, that is, who am I and what is my task in life? For clearer understanding, some major characteristics of these two variables as stated by Hofstede are listed below (the list is not exhaustive).<sup>57</sup>

### **Masculinity (high MAS)**

- Material success and progress
- Live in order to work
- Feeling for the strong are supported
- Society for corrective with performance oriented ideals
- Women’s liberation means women will be permitted to positions hitherto held by men

### **Feminine (low MAS)**

- Caring for others
- Work in order to live
- Sympathy for the weak to be helped
- Permissive society with welfare society ideals
- Women’s liberation means that both women and men take equal share at home and at work

## **3.2.4 RELATING NATIONAL CULTURE AND CAREER DECISIONS**

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<sup>55</sup> Hofstede Geert; Cultural dimension in management and planning, Asian Pacific Journal of Management , January 1984 pg 84

<sup>56</sup> Hofstede Geert; Cultural dimension in management and planning, Asian Pacific Journal of Management , January 1984 pg 84

<sup>57</sup> Hofstede Geert; Culture and Organisations: Software of the Mind , Harper Collins , London 1994

National culture is a central organizing principle of employee's understanding of work, their approach to it, and the way in which they expected to be treated. National culture implies that one way of acting or one set of outcome is preferable to another. This means that when management practices in the area of career development is inconsistent with the deeply held values, European graduates are likely to feel dissatisfied, distracted, and uncomfortable to seek employment or start their career in such environment. However, if such management practice is predominant in a Member State, European graduates whose values are contrary will be unwilling to seek employment in that MS despite the provision in the Treaty. Understanding national culture could reinforce the ability to manage the career development of European graduates.

**VALUES OF FOUR NATIONAL CULTURAL DIMENSIONS OF SOME EU MEMBER STATES**

<b>COUNTRY</b>	<b>PDI</b>	<b>IDV</b>	<b>MAS</b>	<b>UAI</b>
<b>Austria</b>	11	55	79	70
<b>Belgium</b>	65	75	54	94
<b>Denmark</b>	18	74	16	23
<b>Finland</b>	33	63	26	59
<b>France</b>	68	71	43	86
<b>Great Britain</b>	35	89	66	35
<b>Germany</b>	35	67	66	65
<b>Greece</b>	60	35	57	112
<b>Ireland</b>	28	70	68	35
<b>Italy</b>	50	76	70	75
<b>Netherlands</b>	38	80	14	53
<b>Portugal</b>	63	27	31	104
<b>Spain</b>	57	51	42	86
<b>Sweden</b>	31	71	5	29

**Table 6**

Source: Hofstede; Culture and Organization: Software of the Mind 1997 [Study material supplied on ISHRM (Cultural diversity lecture)]

The table above shows the cultural index of some EU Member States. These could have significant influence on career decisions of the graduates and understanding the index could contribute essentially to the proper management of their career. The effect of the index could be illustrated say for example, graduates from countries that have high IDV score are most likely to decide on their own to work in another Member State and the decision is easier for them (Great Britain, Netherlands). Whereas those countries that have low IDV score are more likely to involve or consult many family members before a career decision to work in another Member State is made (Portugal, Greece). Notwithstanding, it must be known that there are individual differences.

Likewise, the countries that have high UAI score; the graduates are more likely to avoid the uncertainty of searching and working in another Member States. They will prefer the family comfort and environmental certainty in their home country to uncertainty attached to working in another Member States (Greece and Portugal) but graduates from Sweden, Denmark, and Great Britain are more likely to seek/work in another Member State because of the way their societies see uncertainty.

The MAS score of these graduates' countries could also have significant influence on their decisions. Those graduates from countries with high MAS score (Italy, Austria and Great Britain) might see countries with low scores as unchallenging and could not meet their career aspirations because of the way they perceive life while graduates from countries with low MAS (Sweden, Denmark, Netherlands) might see countries with high MAS score as materialistic and exploitative with little care for humanity and this may affect their decisions.

The effect of PDI on career decisions will most likely be the unwillingness of graduates from countries with low PDI score to face the value of power separation as characterized in high PDI score countries, which they are not familiar with due to their cultural orientation. The graduates from countries with high PDI score who are familiar with structured ways of life may be reluctant to go to countries with low PDI score because more freedom is allowed for self-opinion and performance. In all, there are individual differences, it does not follow that all graduates from low MAS score countries are feminine. This applies to all the four dimensions. However, from above analyses, national culture will most likely influence the career decisions of European graduates.

### **3.3 CAREER CONCEPTS AND CAREER DEVELOPMENT**

A career concept is the prime factor that influences career decisions. All individuals have an ideal of what a career is or at least what it should be, but the difference lies with conceptualization. The conceptual dimension of career is the major factor that determines the decisions individuals will make as regard careers. Organizations that could be seen as the meeting place for employee and employer(s) has a great impact on the career advancement of individuals. However, the extent to which organizations could be involved in individual career development also depends on the organizational career development. In other words, organizations have different perspectives on how the employees' career should be developed, two organizations never manage employees' career exactly the same way.

#### **3.3.1 BASE FOR SUCCESSFUL CAREER MANAGEMENT**

The competitive environment in which firms operate today necessitate frequent changes, these unceasing internal changes are used to cope with the turbulent external environment<sup>58</sup>. These organizational- internally generated changes have put new challenges on the employee; to be versatile, flexible and open to new situations. But in order to create an organization, which will be effective with the dynamic environment, both employee and employers need to act upon shared commitment in partnership.

Despite the fact that career success is increasingly being seen as those careers that are being managed by the individual. It is also a fact that both employee and employer cannot work leaving one another; then, career management that is administered through a pluralistic

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<sup>58</sup> Brousseau, K. Driver, M.J., Eneroth, K and Larsson, R; Career Pandemonium: Realigning Organizations and Individuals", Academy of Management Executive, 1996, Vol.10, No. 4 pg52

approach will serve a means for coping with change and diverse needs of organizations and people, and at the same time, as a tool for realigning individuals and organizations<sup>59</sup>.

Employees who aspires to move up in the organization must become updated with today's reality and adapt to the requirement of the turbulent business environment. This means that such employee should be able to manage and promote their career expectations and as well, promote themselves as flexible and motivated individuals. Five reasons were identified as the motivating force for the latest development in career management<sup>60</sup>.

**i. The end of the Job:** Work is now transformed from fixed set of tasks and specific defined duties into clusters of functions or general fields without specific, defined tasks or fixed duties.

**ii. The broken covenants between employers and employees:** Due to the highly competitive environment, employment is no longer assured for in exchange of performance and loyalty

**iii. Decline of Hierarchy:** The latest development favour work teams, who are expected to be self-governed, distribute work and adapt working methods and means to present needs without any supervision.

**iv. Generation X and changing workforce values:** The new generation of workforce portrays values that do not favour organizational commitment and moving up the ladder. Instead, employees prefer to explore and learn to express their individual values.

**v. Cross currents and flux:** The older workers bewildered and disenfranchised search for a stable place to in the midst of perpetual changes, others suffer a shift from the previous ascending career to incomprehensive matrix structure. Young workers search for meaning in a world lacking commitment to anything beyond survival.

Even at present, as the trend of career management is moving in the changing direction, there is the need for time of stability. A single career approach can neither fulfils the commitment of the fast changing external business environment nor the different employees. Then, pluralistic career approach is then needed to achieve the necessary competitive advantage in this present business environment. It is the only framework for coping with change and the diverse needs of the organization and individuals, and at the same time, as a tool for realigning individuals and organizations.

The pluralistic approach provides opportunities for diverse career experience and minimizes the likelihood of pleasing a set of employees while marginalizing another. It is the only basis for maintaining a diverse workforce with which to meet changing business conditions more effectively. This approach specifies that there is no single approach to defining career success and there are different approach to career management and development in organizations.

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<sup>59</sup> Brousseau, K. Driver, M.J, Eneroth, K and Larsson, R; Career Pandemonium: Realigning Organizations and Individuals”, Academy of Management Executive, 1996, Vol.10, No. 4 pg53

<sup>60</sup> Brousseau, K. Driver, M.J, Eneroth, K and Larsson, R; Career Pandemonium: Realigning Organizations and Individuals”, Academy of Management Executive, 1996, Vol.10, No. 4 pg53-54

### **3.3.2 DEFINITION OF CAREER CONCEPT**

Career concepts could be defined as the ideals that describe different types of careers. The perception of careers and types of careers regarded to be most desirable varies from people to people. It has been researched that most of these difference stem from different views that are listed below.<sup>61</sup>

- i. The Stability of a person’s choice of career field: Whether to change or to remain in the same career once the choice is made?
- ii. The Direction of movement in a career: Whether to move vertically (up the ladder) or move horizontally or laterally into new position?
- iii. The Duration of a person’s stay in a particular career field: The time for any major moves?

With due analysis of these questions, the researchers were able to identify four fundamentally different pattern of careers or career concepts. The identified Career patterns I will further analyze.

### **3.3.3 THE FOUR BASIC CAREER CONCEPTS**

The four fundamentally different career concepts seem to capture a large point of the difference in the ways people think about ideal career.

#### **Key Features and Motives**

	<b>Expert</b>	<b>Linear</b>	<b>Spiral</b>	<b>Transitory</b>
<b>Direction of Movement</b>	Little movement	Upward	Lateral	Lateral
<b>Duration of stay in one field</b>	Life	Variable	5-10 years	2-4 years
<b>Key motives</b>	Expertise Security	Power Achievement	Personal growth Creativity	Variety Independence

Table.7

Source: Brousseau, K. Driver, M.J, Eneroth, K and Larsson, R; Career Pandemonium: Realignment Organizations and Individuals”, Academy of Management Executive, 1996, Vol.10, No. 4 pg56

The concepts symbolize “the head” as a desired career and in most cases the concept is a composite of personal opinion and various external influence such as family, friends and society in general. While motives, on the other hand, represents “the heart and stomach” reflecting motivation to work. The four different career concepts are briefly describe below:

**1.The Expert Career Concept:** People that value this concept are committed to a lifetime professional or specialized field. It focuses on further developing and refining their knowledge and turning the profession into an integral part of their self-identity. Stability

<sup>61</sup> Brousseau, K.R and Driver M.J. “Career Concepts: Roadmaps for Career Success”, Decision Dynamics Corporation, 1993, pg3

and security is important to develop their expertise. The profession always becomes their identity. For example, I am a Lawyer.

**2. The Linear Career Concept:** The ideal people for this career are those that seek upward promotion to position with ever-increasing authority and responsibility. The Linears enjoy the power and authority to make important things happen. A typical Linear makes his/her career

**3. The Spiral Career Concept:** An individual who matches in different occupational fields to build diverse knowledge and experience pursues a spiral career. The spirals believe in personal growth and creativity and these are source of inspiration for them. A spiral typically discovers his/her career.

**4. The Transitory Career Concept:** A person who periodically moves from one occupation to another, completely unrelated field pursues transitory career. The time of movement is shorter than the spirals. Since the transitory are motivated by variety and change, they seek working opportunities where they enjoy independence. A transitory typically thinks he/she does not have a career.

The reasons for a company embarking on pluralistic career culture is seem to be that divergent career types bring distinct competence in the organization and contribute to he competitive strength in the present turbulent business environment. The combination of these career concepts to strategic strength is illustrated below:

**Career Motives and Associated Behavioural Competencies**

<b>Expert</b>	<b>Linear</b>	<b>Spiral</b>	<b>Transitory</b>
Quality	Leadership	Creativity	Speed
Commitment	Competitiveness	Teamwork	Networking
Reliability	Cost-Efficiency	Skill Diversity	Adaptability
Technical Competencies	Logistics Management	Lateral Coordination	Fast Learning
Stability Orientation	Profit Orientation	People Development	Project Focus

Table.8

Source: Brousseau K, Driver, M.J, Eneroth, K and Larsson R; “Career Pandemonium Realigning Organizations and Individuals” Academy of Management Executive, 1996, Vol.10, No. 4 pg 58

**3.3.4 ORGANISATION CAREER CULTURES**

The organizational career cultures is developed around four components; strategy, structure, performance appraisal and reward system. Gathering a collective view on these four topics could facilitate our understanding to identify the organizational or corporate culture. In the following figure a pattern has been drawn showing the perimeter of the different organizational cultures in relation to the career concepts.

### Organizational Career Cultures

	<b>Expert</b>	<b>Linear</b>	<b>Spiral</b>	<b>Transitory</b>
<b>Strategy</b>	Maintain share Increase quality	Growth Market share	Diversification based on core technology	Immediate targets of opportunity
<b>Structure</b>	Flat functional Broad span of control	Tall pyramid Narrow span of control	Matrix structure Open system High involvement	“Ad Hococracy” Temporary teams
<b>Value Performance Factors</b>	Accuracy Reliability Technical expertise	Cost reduction Leadership skills Logistics management skills	Creativity Skill diversity Team skills	Speed Adaptability Opportunity recognition
<b>Rewards</b>	Fringe benefits Technical training Recognition awards Budget authority	Promotion Management incentives Management training	Lateral assignment Job rotation Education Creative latitude	Cash bonuses Special assignment Job rotation Independence

Fig.9

Source: Brousseau, K.R and Driver, M.J ; “Career Concepts : Roadmaps for Career Success”, Decision Dynamics Corporation,1993, pg27<sup>62</sup>

It is important to note that if the concept (head) and the motives (heart) and competencies of the employees anyhow conflict with the four components of the organization, it will affect the overall performance of the organization.

Thus, the career concepts of each individual have significant effects on what to be and how he/she will strive to achieve the goal. The organization must effectively manage varied careers of their employees in order to achieve competitive advantage. There are symbolic benefits for both employees and organizations when careers are effectively managed.

### **3.4 DECISION STYLES AND CAREER ADVANCEMENT.**

Decisions are made in all areas of life every minute, be it individual or institution level. What shape or defines a particular decision is almost always the range of people and events affected by such decisions. The way individuals as well as managers in corporate world make decisions are central to their effectiveness and personal success.

<sup>62</sup> This source was quoted from fahim, U.A:A (2000) Mobility Barriers to European Workforce Integration: Overcoming Homeostatic Legal, National Culture, Organizational Structure, Human Resource Mgt. And Career Concept Issues

Often, we see individuals and managers alike who fail to achieve the desired expectation not because they made the wrong decisions but because the way decisions were made creates problems. Inappropriate and untimely decisions could as well cause havoc as wrong decisions.

Therefore, to be effective and successful, individuals must:

- i. Understand their own styles of decision making
- ii. Know how to identify, understand, and work with varied styles of other people
- iii. Match their own style to the type of jobs for which they are best suited.

I will now look at the relevance of decision styles in decision making<sup>63</sup>

### **3.4.1 THE TWO KEY FACTORS IN DECISION STYLES**

The term style means learned habit. However, decision style could be referred to as learned habits of decision making. People learn varied styles of decision making due to their backgrounds and this has a great impact of different ways people make decisions. There are many ways in which people's decision styles differ. Some people like to take risks; others go to great extent to avoid risk<sup>64</sup>. People could differ on how they depend on individualism, collectivism, great reliance on intuitions or detailed analysis, speed, slowness, probabilities and possibilities and hard facts before final decision are made.

The significance of decision styles difference on performance, culture and career development has been a major concern for many corporations. The authors under review have invested many years of their research to identify the underlying factors that account for difference in decision styles. The two aspects of decision making they identified to describe the key difference in decision styles are:<sup>65</sup>

1. Information Use: This concern the amount of information actively considered in making decisions.
2. Focus: This concern the number of alternatives is identified when reaching decisions.

These factors capture two key stages of decision making; analyzing the situation and formulating a solution. The factors do not depend on each other because information a person uses has nothing to do with how many alternatives a person typically identifies. The two key factors account for a remarkable range of human behaviour.

Better understanding of these factors is needed to really appreciate their impact on decision styles. Therefore, I will further explain these factors for sound understanding of their influence on the decisions of European graduates.

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<sup>63</sup> Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg3

<sup>64</sup> Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg3

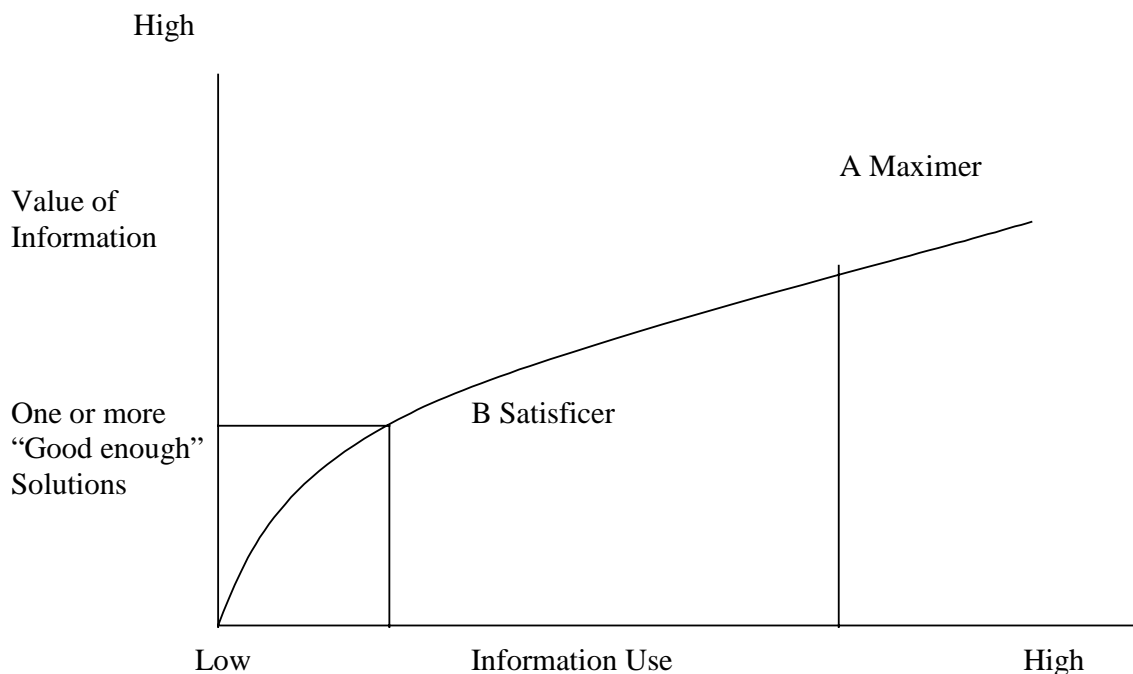
<sup>65</sup> Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg3



**INFORMATION USE:** The degree of information used in decision differs among people. This degree could be use to broadly divide people into two broad category; namely: Satisficers and Maximizers<sup>66</sup>.

- i. **Satisficer** describes a range of style in which only enough information is used to get one or more “good enough” solutions to a situation. The people in this group could analyze large information but rather prefer to get on with things.
- ii. **Maximizers** will strive to get all relevant information before making a decision. They believe that important information sometimes is subtle and easily overlooked, causing massive problems later. These groups of people want to be sure to have a winning, high-quality solution even if it costs time and money.

Two Styles of Information Use, Related to value of Information



Source:

Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg9  
Fig.6

The figure shows the difference between satisficers and maximizers. The first information about a problem is generally most valuable to a decision maker. The more information on a problem, the less valuable the information. The satisficers tend to limit their information use to that which contributes most rapidly to their understanding of the problem. Maximizers, on the other hand, typically go using information until they are that there is no new information available that could give them any new insights into a problem.

<sup>66</sup> Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg4

It is important to note that people can shift patterns as the situation changes and some people falls outside these two broad categories. Such people are searchers, who suffer “Paralysis by Analysis” and never seem to get enough information, and lurchers, who seem to jump to conclusion with almost no information at all.<sup>67</sup>

FOCUS: This explains how people use information to come up with one solution, one course of action for dealing with the problem. Others see information about the problem as leading to a variety of solutions-different alternatives for handling the problem.

These two patterns stem from focus difference; Unifocus and Multifocus.

- i. The unifocus pattern uses information to produce only definite course of action

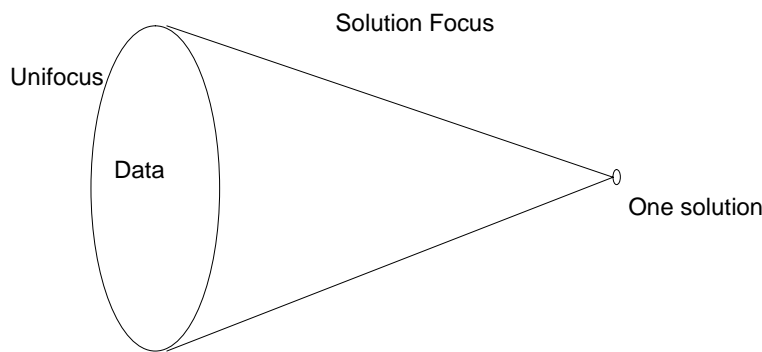


Fig 7

Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg9

- ii. The Multifocus pattern uses information to come up with many alternatives. The people in this category often try to put a variety of course of action into motion at once.

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<sup>67</sup> Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg5

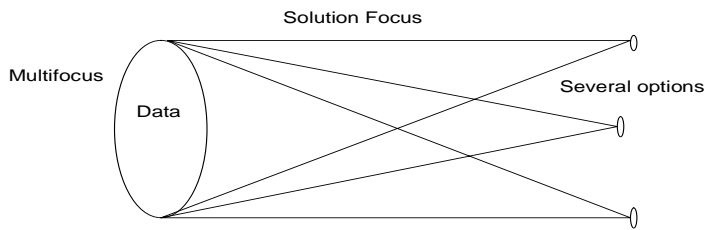


Fig. 8

Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg9

Among people, especially business executives, both focus patterns could be seen at work. Often, focus pattern work their way into the management cultures of firms and influence their strategies in terms of investment, human resource development, product development, growth and corporate approach to other subsidiary matters.

**3.4.2 THE FIVE BASIC DECISION STYLES.**

The authors to develop and define the five basic decision styles used the combination of information use and focus. They discovered that each person tends to use one of these styles more frequently but there is a tendency for individual to use a bit of each style from time to time.

People also vary in how strongly they rely on a given style. Some people are attached to a particular style that it’s become part of their life while others may use the same style only moderately despite the regular use.

Five Decision Styles: Amount of Information Use.

	<b>Satisficer</b>		<b>Maximizer</b>
<b>Multifocus</b>	Decisive	Hierarchic	Systemic
<b>Unifocus</b>	Flexible	Integrative	

Fig.9

Source Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five

decision styles for executive and business success, Jossey-Bass Pub. USA, pg12

The above table shows the five basic decision styles. The table work in such that a decisive style describes people who use the decisive style more than the other four styles.

**The Decisive Style:**

This is a satisficing and unifocus style. Decisive use a minimum amount of information to rapidly come up with a clear solution for a problem. Decisives cherish action, speed, efficiency, and consistency and stick to decisions once made.

The decisive style is a get-things-done now style. They support short-term plans rather than long-term plans. They communicate in short and to the point. Decisives could successfully have a career in organizations where jobs are clearly defined, channel of communication are short and direct. Multiple goals and objectives are disliked. The management style of the decisive boss is blend of autocracy and delegation, managers with this style are highly directive and autocratic in defining subordinates’ goals, objectives and timetables; they also motivate subordinates by handing out immediate reward for success and immediate punishment for failure.

Decisives give clear directive and achieving result is left to be the responsibility of person concern. There is no room for disloyalty, inconsistency and irresponsibility. Individuals that could not be trusted are not tolerated.

**The Decisive Style**

<b>Advantages</b>	<b>Disadvantages</b>
Fast	Rigid
Consistent	Avoids change
Reliable	Avoids complex data
Loyal	Inflexible
Orderly	Short-sighted
Obedient	low empathy for others

Table 10 Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg 23

**The Flexible Style**

Flexible is a satisficing, multifocus style. It moves fast like decisive but much emphasis is on adaptability. Moderate information is gathered to resolve any problem and flexibles rapidly identify a line of attack in order to respond quickly if one course of action is not producing desired results. A key issue for people with this style is to keep options open-never gets trapped by over commitment to a particular course of action. Flexibles value action, speed, adaptability, and variety, using these attributes to gain acceptance from others and consequently a sense of security for themselves. Due to their flexibility, it is easy for flexibles to effectively deal with market dynamics that require on-the-spot decision in response to the

situation.

There dynamism has influence on their communication style by shifting to right message for different audience or group. The flexibles prefer loose, fluid organizations with little structure and few rules. They are comfortable with fluid and lack of structure because it gives them the ultimate ability to exercise their creativity and adaptability. They dislike structure and rigid rules and regulations, preferring to adapt as the situation evolves.

As managers, flexibles pursue many goals and put other into consideration in their objectives. Also, concise communication and reports are appreciated and long-winded discussions and analyses are greatly disliked. However, subordinates should provide a variety of briefly stated solution from which they could choose. All mostly likes the flexibles because their decisions are based on participation that takes into consideration both the needs and feelings of everyone concerned.

Flexible managers create a conducive and friendly environment for performance and using positive incentives and staying in touch with the feelings and needs of their subordinates reinforce their influence. They often gain additional acceptance and popularity by allowing subordinates to participate actively in decisions.

### **The Flexible Style**

<b>Advantages</b>	<b>Disadvantages</b>
Intuitive	Short-term perspective
Fast	Lack of planning
Adaptable	Inconsistent
Entrepreneurial	Short concentration
Likeable	Resists structure
Opportunistic	Unreliable

Table11

Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg 26

### **The Hierarchic Style.**

This is a maximizing and unifocus style. The hierarchic use great information to evaluate a problem and carefully construct a very detailed and specific plan for handling the problem. They value thorough analysis and quality, and always in search for the best solution not merely the most expedient. In social sphere, hierarchic develop relationship based on mutual respect with deep and long-term focus.

In control over operation, the desire for quality is exhibited in the hierarchic style. Hierarchic control is often very close both on method and results expected. While strongly tending to control others, hierarchic style people often resent attempted control from others and are

sometimes difficult to communicate ideas to due to high desire for control.

The best way to get along with this style is to build respect bases on the quality of your own intellectual processing charm while social chitchat are usually not valued. Managers with this style insist on quality and inclined to work out plans in great detail and logic. Through their challenging and highly inspirational visions of excellence, they are capable of stimulating great enthusiasm, energy and support from others.

### **The Hierarchic Style**

<b>Advantages</b>	<b>Disadvantages</b>
High quality Thorough Precise planning Logical Inspirational Good follow- through	Over control Lack of delegation Resists other’s influence Over involved in details Rigid Argumentative

Table12

Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg 30

### **The Integrative Style**

The integrative style is a maximizing and multifocus style. The integratives use great information to evaluate situation and explore the problem from broad perspectives to come up with a variety of alternatives for dealing with the problem. Most of the time, the integrative preferred solution is to pursue several courses of action simultaneously

The value integrative attached to efficiency, quality and adaptability is disproportional to there believe for creativity and exploration. Managers with this style are concerned with numerous personal and organizational goals, which they often try to reconcile and make compatible. Several goals are usually pursued simultaneously, which may have ramification for their person, the organization, and other entities outside the institutions. The managers want peers and subordinates to participate in decisions. Feeling, facts, and opinion are all equally admissible as information to be taken into account. Therefore, other people show great willingness to contribute their feelings, facts, and opinion due to integrative manager’s openness and empathy.

Despite their openness, integrative generates large-range plans based on detailed analysis of data, but these plans are consistently altered and revised, especially as the situation changes. These continuous changes usually cause frustration among non-integrative managers with whom they work.

### **The Integrative Style**

<b>Advantages</b>	<b>Disadvantages</b>
Good listener	Ambiguous communicator
Sees big picture	Indecisive
Creative	Unable to meet deadlines
Empathetic	Over intellectual
Informed	Passive attitude
Open	Slow

Table 13 Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg 33

### **The Systemic Style.**

The systemic style is a relatively recent style, which integrate, or shift between the features of integrative and hierarchic styles. The systemic approaches a problem as an integrative would, using a lot of information and laying out alternatives for handling the problem. Then, the systemic shifts into a more hierarchic mode and orders or evaluate the alternatives according to one or more criteria or values.

Systemic typically define situation more broadly than other people do, seeing them as consisting of multiple, interrelated problems that must be considered together. So any action that systemic takes usually have multiple objectives. And each of the objectives is eventually attacked with a variety of actions. The unique issue about this style is that the systemic plans is both unifocused and multifocused. It is unifocused in terms of the single, distant unifying goal, but it multifocused in that it will contain many different sub goals or targets that lead toward the distant goal and many tactics and strategies for cutting those targets

Information is precious and play important role in achieving the goals. The value attached to information makes it essential to be collected regularly and carefully and then extensively. This style has placed heavy emphasis on process and methods. The organizations they design reflect this fact. Usually, they consist of many parts that are inter-linked in multiple ways.

### **The Systemic Style**

<b>Advantages</b>	<b>Disadvantages</b>
Sees the big picture	Manipulative
Handles complexity	Information hoarders
Strategic planner	Needs to be right

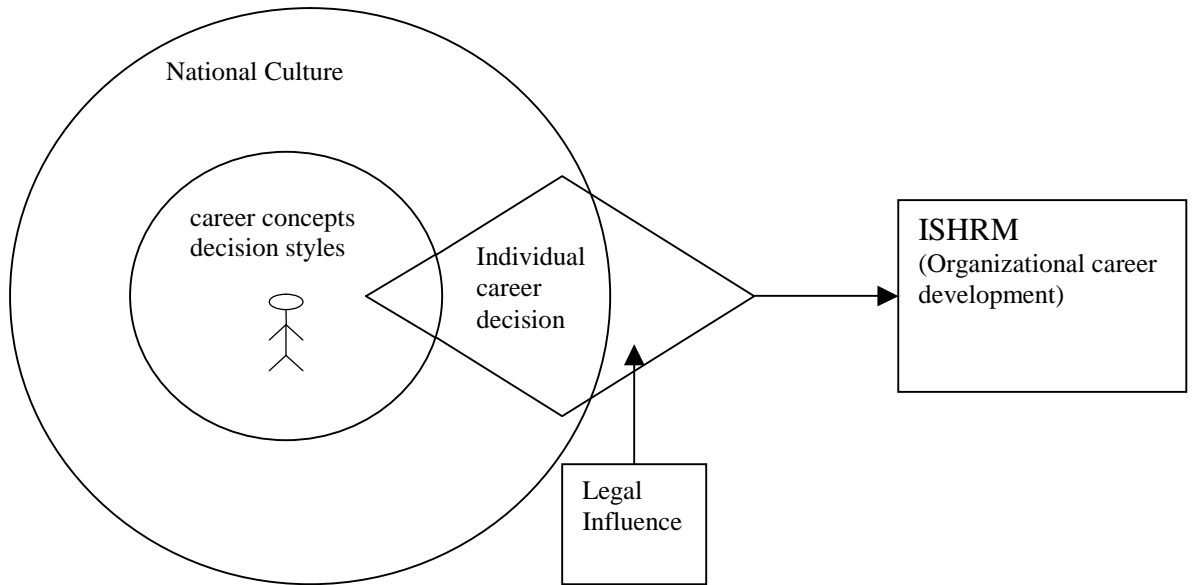
There is no means for systemic style. Therefore, not used further in this study

Table 14 Source: Driver, M.J, Brousseau, K.R, and Hunsaker, P.L: The Dynamic Decision Maker; five decision styles for executive and business success, Jossey-Bass Pub. USA, pg 37

## CHAPTER FOUR

### LEGAL THEORETICAL FRAMEWORK

This chapter of the study analyse the legal framework of the research. It is necessary to show the EC Treaty provision that could influence European graduates to make career decision to work in another Member State rather than their home country



### RESEARCH MODEL

Reference to figure 1



The legal framework is built on two fundamentals, primary and secondary legislation. Primary legislation is a legal term in this context referring to EC Law constituting provisions given in any of the fundamental Community Treaties. Secondary legislation refers to EC Law issued by any Community institution in compliance with the competence given to them according to the fundamental Treaties, the most important for this study being regulations, directives and EC case law.

#### **4.1 PRIMARY LEGISLATION ON FREE MOVEMENT OF PERSONS/WORKERS**<sup>68</sup>.

The primary law on this subject, in the Rome Treaty and in the amended form being the Treaty of European Union (TEU), is based on two closely linked fundamental principles; free movement of persons and national treatment. This dual principle is the guiding star, which determines the boundaries for the legal framework on freedom of workers and their conferred rights.

Free movement of workers entail the rights to work in another Member States under the same conditions as national workers, it include the right to move freely within the territory of Member States for this purpose and the right to stay in a Member State. The expression “free movement for workers” was first used in the EC Treaty<sup>69</sup> In the case of ECSC, one could not really talk of free movement for workers. It is indeed characteristic for the ECSC rules that access to the labour market was restricted to specific sectors of the economy and to specific groups of workers within those sectors who have special qualifications. Freedom of movement constitutes a fundamental right of workers and their families. However, it is not autonomous, but a purposeful rights within the framework of the economic objectives of the community. This right is only conferred for reasons of performing an economic activity. It is a contribution to the economic needs of the Member States. Mobility of labour is looked upon as one of the means by which the worker is guaranteed the possibility of improving his living and working conditions and promoting his social advancement, while helping to satisfy the requirement of the economies of the Member States. Precisely put, free movement for workers is an instrument to achieve the prime objectives of the EC Treaty.

The principle of free movement pf persons, of which the freedom for workers is a part are clearly expressed in the EC Treaty. Although, the preamble to the EC Treaty makes no explicit reference to free movement, a number of statements there are clearly relevant. The signatories to the Treaty state their determination to “lay the foundation of an ever closer Union among the people of Europe”. They resolve “to ensure the economic and social progress of their countries by common action to eliminate the barriers which divide Europe”<sup>70</sup>.

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<sup>68</sup> This section is based on the Treaty of European Union, emphasis added throughout

<sup>69</sup> John Handoll: Free Movement of Persons in the EU (1995), John Wiley and Sons Inc.

<sup>70</sup> John Handoll: Free Movement of Persons in the EU (1995), John Wiley and Sons Inc.

#### **4.1.1 EC TREATY PROVISIONS ON FREE MOVEMENT OF PERSONS/WORKERS<sup>71</sup>.**

The Treaty describes the free movement of persons in which free movement of workers is a part in this context.

- Article 2 of the EC Treaty defines the task of the Community. By establishing a common market and an economic and monetary union and by implementing the common policies or activities in Article 3 and 4, this tasks is to promote throughout the Community a harmonious and balanced development of economic activities, sustainable and non-inflationary growth respecting the environment, a high degree of convergence of economic performance, a high level of employment and of social protection, the raising of the standard of living and quality of life, and economic and social cohesion and solidarity among Member States.

This Article emphasised the relevance and importance of free movement of persons/workers in achieving balanced economic development through high level of employment and social cohesion.

- Article 3 of the EC Treaty lists, for the purpose set out in Article 2, activities of the Community, as provided in the Treaty, and in accordance with the timetable set out therein. In relation to free movement of persons, these include:

- c. An internal market characterised by the abolition, as between Member States, of obstacles to the free movement of goods, persons, services and capital;
- d. Measures concerning the entry and movement of persons in the internal market.
- h. The approximation of the laws of the Member States to the extent required for the proper functioning of the common market.

This Article states the need to allow free movement of persons in order to establish effectively functioning internal market, and the need to modify the laws of Member States to support common market, in other words, support free movement principle.

Article 12 of the EC Treaty set out the general principles of non- discrimination, providing

1. Within the scope of application of this Treaty, and without prejudice to any special provisions contained therein, any discrimination on grounds of nationality shall be prohibited
2. The Council, acting in accordance with the procedure referred to in Article 251, may adopt rules designed to prohibit such discrimination.

This Article brought the main principle on equal treatment regardless of nationality and prohibiting any form of discrimination on the ground of nationality. Due to this Article, subsequent EC case law (judgements taken in the European Court of Justice or ECJ) has interpreted this article as a matter of recognising equal rights for all Community citizens. Any Community citizen residing in another Member States different from his/her country of origin must be assimilated and treated as the national of this country.

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<sup>71</sup> This section is based on the Treaty of European Union, emphasis added throughout

Article 14 of the EC Treaty reaffirms the commitment to establish an internal area in that the internal market shall comprise an area without internal frontiers in which the free movement of goods, persons, services and capital is ensured in accordance with the provisions of the Treaty.

Article 18 of the EC Treaty contains important provisions on citizens of the Union. Article 18 (1) provides:

Every citizen of the Union shall have the right to move and reside freely within the territory of the Member States, subject to limitations and conditions laid down in EC Treaty and by the measures adopted to give it effect.

Article 39 of the EC Treaty states the basic rules on the free movement of workers. The Article describes the following:

1. Freedom of movement of workers shall be secured within the community.
2. Such freedom of movement shall entail the abolition of any discrimination based on nationality between workers of the Member States as regards employment, remuneration and other conditions of work and employment.
3. It shall entail the right, subject to limitations justified on grounds of public policy, public security or public health:
  - a. to accept offers of employment actually made
  - b. to move freely within the territory of Member States for this purpose
  - c. to stay in a Member State for the purpose of employment in accordance with provisions governing the employment of nationals of that state laid down by law, regulation or administrative action
  - d. to remain in the territory of a Member State after having been employed in that state, subject to conditions which shall be embodied in implementing regulations to be drawn up by the Commission.
4. The provision of this Article shall not apply to employment in the public service

This Article is more specifically stated for free movement of workers. It gives the guideline to be followed according to the EC provisions. This provision and the fundamental rule of assimilation described in Article 12 has been the guiding principle of ECJ legislation and case law over a period of time.

## **4.2 SECONDARY LEGISLATION.**

It has been argued that the bare Treaty provisions offer relatively little specific elaboration of the basic right of freedom of movement within the community<sup>72</sup>. These authors point out that as Article 39 does not address the reality of freedom of workforce, which will not be accomplished unless the workforce enjoy the associated rights; such as, access to social benefits made available to the host nation states. Secondary legislation is needed to interpret the provisions of the Treaty; that is, give definitions, more detailed rules or procedures and other practical guidelines on how to implement and use the EC primary legislation in practice. In order to carry out the task of secondary legislation, the Council and the Commission can, in accordance with the provisions of the Treaty, take five kinds of measure. But out of these five

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<sup>72</sup> Stephen Weatherill and Paul Beaumont: EC Law, Penguin Books 1995 pg 556.

measures only three are legally binding.

### **Classification of Secondary Legislation**

<b>Legally Binding</b>	<b>Not Legally Binding</b>
The Regulation The Directive The Decision	The Recommendation The Opinion

Table 15 Source: Roger Blanpain: European Labour Law, 7<sup>th</sup> revised ed. Kluwer Law International (2000)

However, in this thesis, I will only analysis the legally binding secondary legislation that are related to free movement of workers

1.Regulations: This has a general application. It is binding in its entirety and has direct application in all Member States. It is immediately and directly binding without any specific intervention of the national authorities. The regulation is also directly binding on citizens, who may invoke it before the national judge. Consequently, the regulations supersedes national law, and national law which is contrary to regulation is null and void and mat not be applied.

2.Directives: This is binding as to the result to be achieved, upon each Member State to which it is addressed, but leaves to the national authorities the choice of form and method. Directives when compared to regulations is much more flexible measure, which leaves it up to the national authorities to translate it into national law in the most appropriate way.

3.Decisions: This is not a general norm, but is directed to certain specific persons. Decisions that are addressed to Member States can have a binding effect on individual, who can invoke the decision before the judge. Decisions are notified to those whom they are addressed and take effect upon such notification

#### **4.2.1 ACCESS TO EMPLOYMENT**

One of the fundamental aspects of free movement of workers is access to employment in another Member State, either as an employed or as a self-employed. This right is expressed in Article 39 of the EC Treaty, supplemented by Regulations No. 1612/68/EEC of 15 October 1968<sup>73</sup>. Jobseekers can thus benefit from a larger labour market and Member states can achieve greater workforce mobility. This will have effect on the regional and local unemployment. EU makes a distinction between private and the public sector, where strategic posts in the public sectors are exclusively for nationals of Member States

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<sup>73</sup> Official Journal L 257 of 19 October, 1968.This was amended on 14 October 1998, COM (98) 394 final COD 98229, Official Journal C334, 12 November 1998.

#### 4.2.2 IMMIGRATION AND SOCIAL RIGHTS OF FAMILY.

Regulation 1612/68/EEC of 15 October 1968<sup>74</sup> is cornerstone of the principle secondary legislation in this field governing the freedom of workers. While the objective was to satisfy the requirement for ensuring economic development, it does not treat workers as production factor but also as citizens. It takes into account both the economic and the social needs of the migrant worker.

The broad definition of a worker is an example of this social aspect as it includes those seeking employment, those who have completed their employment in the host Member State.

Family members of the migrant workers have, in accordance with Article 10 to 12 of this Regulation, the right to settle (Art.10), the right to take up an activity as an employed person (Art 11) and to be admitted to the general educational, apprenticeship and vocational training courses (Art 12). These rights follow directly from the EC Treaty<sup>75</sup>. The Court is of the opinion that these rights are linked to the rights that the migrant worker enjoys under Article 39 of the EC Treaty and Article 1 of the regulation<sup>76</sup>. The provisions that are essential to this research are:

**A. RIGHT TO SETTLE:** Irrespective of nationality, the right to settle with a worker who is a national of one Member State and who is employed in the territory of another Member State belong to:

- i. His/her spouse and any of their descendants who are under the age of 21 years or are dependents
- ii. Dependent relatives in the ascending line of this worker and his/her spouse (Art 10:1)

The Member State must facilitate the admission of any member of the family not falling with the provisions of the paragraph one if he/she is dependent on the migrant worker or living under his/her roof in the country from which they worker comes (Art 10:2). If this objective is to be reached, the worker must have available for his/her family, housing that is considered normal for national workers in the region where the worker is employed.

**B. RIGHT TO WORK:** Article 11 of the regulation grant the right to take up activity as an employed person in the host country to the spouse and any of the worker's children who is under the age of 21years or dependent on the migrant worker

**C. TRAINING OF CHILDREN:** In view of promoting social integration of the Community migrant worker and his family. Article 12 of the regulation provides that the children of the migrant worker have the right to equal access to education and training in the host state. In the case of Carmina Di Leo (an Italian national, and a child of a community worker) V Land Berlin<sup>77</sup>. The Court rule that according to Article 12, when a Member State offered its national the possibility of receiving a grant for education and training given abroad, the child

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<sup>74</sup> Official Journal L 257 of 19 October, 1968. This was amended on 14 October 1998, COM (98) 394 final COD 98229, Official Journal C334, 12 November 1998.

<sup>75</sup> COJ. 15 March 1989. GBC. Echternach and A Moritz V Dutch Minister for Education and science, Joined cases No 389-390/87, ECR, 1989, 723

<sup>76</sup> COJ, 7 May 1986, E. Gul V Regierungspräsident Dusseldorf, No.131/85, ECR, 1573

<sup>77</sup> COJ, 13 Nov 1990, Carmina Di Leo V Land Berlin, No.C-308/89, ECR, 1990, 4185

of a community worker had to be able to receive the same benefit if it decided to pursue its studies outside the host Member State. This interpretation could not be invalidated by the fact that the prospective recipient of the education or training decided to follow courses in the Member State of which that person was a national.

### 4.2.3 ENTRANCE AND RESIDENCE RIGHT

The fundamental point of Directive 68/360/EEC of 15 October 1968<sup>78</sup> is that right of entry; residence and equal treatment are conferred on workers directly by the Treaty. They are directly effective rights that must be respected by national authorities as well as Courts. However, privilege status must be proved Article 3 of the Directive requires workers and family members covered by Regulation 1621/68 to be admitted to the host Member State simply on the production of valid identity card or passport. I will look at residence in terms of migrant workers on employment and those whose employment has ceased.

**1.RESIDENCE IN THE CASE OF EMPLOYMENT:** The right to reside is a direct provision from the EC Treaty. Completion of the formalities for obtaining a residence permit cannot hinder the immediate beginning of employment, under a contract concluded by the application (Art 5). The residence permit has a compulsory content<sup>79</sup>. And the residence documents and eventual visas are issued and renewed free of charge (Art9: 1&2)<sup>80</sup>. The formalities and procedure for obtaining the documents must be simplified (Art 9:3)

For the issue of a residence permit, Member State may require only the production of the following documents:

- By the worker;
  - i. The document with which the worker entered the country
  - ii. A confirmation of engagement from the employer or a certificate of employment
  
- By the members of the worker's family
  - i. The documents with which they entered the territory
  - ii. A document issued by the competent authority of the state of origin or the state from which they have come, providing their relationship (Art 4:3)

The residence permit must be valid throughout the territory of the Member State that issued it for at least five years from the date of issue and be automatically renewable (Art 6:1)

**2.RESIDENCE IN THE CASE OF CEASED OCCUPATIONAL ACTIVITY:** The right of a worker and the members of his/her family to remain in the territory of a Member State after having been employed in that state follows from (Article 39:3d) of the EC Treaty and it is further laid down in Regulation No. 1251/70 of 29 June 1970<sup>81</sup>. In contrast to the right of workers in general to remain in another Member State, these workers do not need to prove that they have sufficient resources not to become dependent on the social assistance of the host Member

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<sup>78</sup> Official Journal L257 of 19 October, 1968

<sup>79</sup> This permit is issued pursuant to regulation EEC no. 1612/68 of the Council of the European Community of 15 October 1968.

<sup>80</sup> For residence documents a payment may be asked of an amount not exceeding the dues and the taxes charged for the issue of identity cards of national (Art9:1, Directive No. 68/360/

<sup>81</sup> Official Journal L142 of 30 June, 1970

State. The right of equal treatment established by Regulation No.1612/68 applies to the person concerned (Art 7)

The right to remain permanently in the territory of a Member State belong to:

- i. A worker who at the time of termination of his/her activity has reached the age laid down of that Member State for entitlement to an old age pension and he/she has worked for at least the last twelve months and continuously resided for more than three years in the state.
- ii. A worker who has resided continuously in the state for more than two years but ceased to work as a result of permanent incapacity to work.
- iii. A worker who after three years of continuous employment and residence in the territory of that state, work as an employed in another state while retaining his/her residence in the first state, to which he/she returns as a rule every day or at least once a week. The members of the family residing with him enjoy the same rights, even after the worker's death.

#### **4.2.4 TRADE UNION RIGHTS.**

It may be argued that tax and financial status may be seen as a major issue creating barrier to free movement of workers. With economic drawbacks, mobility of workers fails to get true meaning. The EC having no competence in the field of wage/income taxation, the Member States took the initiative in this field (mainly in direct taxation) by signing bilateral agreement on double taxation. But this is far from reaching the desired aim of single European Labour Market in terms of equality. Article 229 of EEC Treaty directs the Member States to enter into negotiation to abolish double taxation within the Community<sup>82</sup>.

#### **4.2.5 SOCIAL SECURITY**

The Court has consistently held that the objective of the free movement of workers would be hampered if a migrant were to lose social security benefits guaranteed under the law of a Member State. Regulation 1408/71 is the source of the Community's rule on social security entitlement. Amendments have extended these rights to the self-employed; family members of both employed and self-employed persons are also covered. Under the article 1 (a) of the regulation, a beneficiary must be insured, compulsorily or on an optional basis, for one or more of the contingencies covered by the branches of a social security scheme for employed and self-employed person.

Article 42 of the regulation provides the basis for adoption of measures with regard to social security. It is based on two principles; (a). aggregation for the purpose of acquiring and retaining the right to benefit and of calculating the amount of benefit, of all periods taken into account under the laws of several countries; (b) pay of benefits to persons resident in the territories of Member States. These principles are supplemented in Regulation 1408/71 by specific expression of the principle of non-discrimination on the ground of nationality. In addition, Directive 79/7 requires equality on the ground of sex.

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<sup>82</sup> COJ, 4 July 1991, ASTI Association de Soutien aux Travailleurs Immigres V Chamber des Employe Privés, No. C-213/90. ECR. 1991, 3507.

#### **4.2.6 THE RIGHT OF RESIDENCE FOR STUDENTS**

The Council Directives 93/96 EEC of 29 October 1993<sup>83</sup> on the rights of residence for students was aimed to guarantee nationals of Member States access to vocational training by setting out the framework within which these rights of residence could be exercised.

Member States must recognise the right of residence of any student who is a national of a Member State and who does not enjoy this right under other provisions of Community law. The concerned student must also assure the relevant authority, by means of a declaration or by such alternative means as the student may choose that are at least equivalent, that he/she has sufficient resources to avoid becoming a burden on the social security system of the host Member State during his/her period of residence. The student must also be enrolled at a recognised establishment for the principal purpose of following a vocational training course. This right of residence also covers the student's spouse and dependent children.

#### **4.2.7 THIRD COUNTRY NATIONALS**

Third country nationals only enjoy the right connected to the free movement of persons if they are family members to a EU citizen who has migrated to another Member State. In general, third country nationals legally residing in one Member State and moving to another enjoy no right whatsoever at the Union level. Regulation 1612/68/EEC is on the right to entry into another Member State. The Directive 96/71/EEC says that Community firms supplying services in another Member State have the right to send their staff, irrespective of the citizenship on assignment till a year within EU Community. There was an extension of Regulation (EEC) No. 1408/71 to nationals of third countries who are not covered by these provisions on the ground of their nationality<sup>84</sup>.

#### **4.2.8 RECOGNITION OF QUALIFICATION AND DIPLOMAS.**

It is glaring and self-evident that, given the ever-increasing education of European and advanced training, there can only be full-fledged free movement of workers once diplomas obtained in one Member State are valid in the other Member State<sup>85</sup>. With this aim in view, the Council adopted a number of Directives concerning the mutual recognition of diplomas, certificates and other evidence of formal education Article 40 of EC Treaty. The provision in Article 47 related to self-employed persons only, from this point, many directives were made for mutual recognition of diplomas and certificates. Directive no. 89/48 of 21 December 1988<sup>86</sup> set a general system for the recognition of higher –education diplomas awarded in completion of professional education and training of at least three years.

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<sup>83</sup> Official Journal L317 of 18 December 1993

<sup>84</sup> Com (2000) 59 final Official Journal C126E of 28 May, 2002.

<sup>85</sup> Article 48 of the EC Treaty does not preclude a Member State from prohibiting one of its own nationals who holds an academic qualification awarded in another Member State from using the title in its territory without obtaining administrative authorisation for that purpose.

<sup>86</sup> Official Journal No. L19/16 of January, 1989



Directive No.92/51<sup>87</sup> was made to supplement Directive no. 89/48 on general higher-education recognition. This directive no 92/51 covered some qualification that was not covered by the former directive. Directive 92/51 contained several systems of recognition because it's covered a broad occupations including professional or vocational education and trading qualification of secondary level and generally requires manual skills

#### **4.2.9 THE EUROPEAN NETWORK FOR INFORMATION ON EMPLOYMENT AND WORK MOBILITY (EURES)**

This institution offers the jobseekers and employers' information and advisory services in order to facilitate labour mobility and enhance the transparency of the European Union's labour market. The document distributed by the Commission as part of its measure to extend the principle of freedom of movement for persons mention the EURES network as a tool for improving information access to employment in other countries and, more specifically, cross-border cooperation between local social and institutional partners<sup>88</sup>. The service of EURES network is aimed at jobseekers and employers in the EU, Norway and Iceland looking to work in or recruit from another country.

The main features of the services are:

- Provision of information and advice to jobseekers on available Community job offers, how to seek employment, living and working conditions in other countries, implications in term of social rights, and training possibilities (cross-border structure)
- Distribution of profiles of jobseekers interested in working in another country
- The network assist the employers in distribution of information on vacancies; render help to seeking potential recruits and recruitment assistance

The network is a great avenue for European graduates who wish to work in another Member State to gather information on vacancies on European labour market and other necessary information that could facilitate settling down in desired host country.

### **4.3 EMPLOYMENT SITUATION IN THE EU<sup>89</sup>**

The right and opportunity to live and work in different Member States within the EU as enshrined in the Treaty of Rome reflects an important political aspiration of Europe's citizens. With this provision, the numbers of people actually moving between Member States have not generally matched up to this aspiration throughout much of the Union's history. This founding principle of the European Union goes hand in hand with the promotion of economic and social progress. It is generally believe that promotion of a knowledge-based society is a key for competitiveness and growth in a global economy. This universal believe was

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<sup>87</sup> Official Journal No. L209/25 of 24 July, 1992

<sup>88</sup> Action plans for the free movement of workers: Communication from the Commission of 12 November, 1997 (COM(97) 586 final) and Communication from the Commission to the council and the European Parliament on the follow-up to the recommendation of the High Level Panel of the free movement of persons; communication from the Commission of 1 July 1998 ( COM(98) 404 final)

<sup>89</sup> This section is based on the Joint Employment Report adopted 14<sup>th</sup> January 2004; information found on [europa.eu.int/rapid/start/cgi/guesten.ksh? p-action.gettext=gt&doc=MEMO/04/1](http://europa.eu.int/rapid/start/cgi/guesten.ksh? p-action.gettext=gt&doc=MEMO/04/1) and communication from the commission to the council; New European Labour market, Open to All, With Access to All. Further information found in the speech of Kastrissianakis Antonis on the topic Employment policy and reforms in Germany, Berlin, 20 June 2003,

recognised by the Lisbon European Council which committed the European Union to achieve a new strategic goal for the next decade of becoming the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion.

To achieve this sustainable economic growth, greater labour force mobility both between jobs (occupational mobility) and within and between countries (geographical mobility) is essential. This development will enable the European economy, employment and labour force to adapt to changing circumstances more smoothly and efficiently, and to drive in a competitive global economy. But to achieve the much-desired mobility, there must be enough jobs available that will subsequently increase occupational mobility. Therefore, for European Union to achieve the employment strategic objectives, mobility that enhances labour market functioning and thereby contributes to growth and wealth creation, more and better jobs be created and be available. This is a prerequisite to make occupational and geographical mobility a reality.

The greatest concern to the European Union is the low mobility among the labour force despite its need to achieve the aspired economic growth. The mobility in the EU is still low both within the region and within the Member States. It is much lower across national borders than within individual Member States. These low levels of mobility reflect various continuing barriers and difficulties. A little over 5% of the EU's resident population are non-nationals of the Member States in which they are resident. However, only about one-third of these are EU nationals. Hence, less than 2% of EU nationals are resident in another EU member state (although these figures may understate the degree of movement that takes place over time, in so far that those who move change nationality). The remainder are third country nationals who do not have the right of free movement. It means that few people are exploring the right to work and live in another Member State. Hence, this low level of mobility could be the result of some bottleneck that include legal and administrative barriers to geographic mobility, barriers between formal and non-formal learning which affects occupational mobility, and others like language barrier, cultural barrier, social affiliations which could impede the interest of moving to different Member State.

The comparatively low level of mobility within EU Member States could constitute a constraint on economic activity. There should be adequate mobility of workers in the European Union in order to have a perfect economic environment to achieve the sustainable economic growth. Notwithstanding, cross-border commuting is a growing phenomenon within the EU; about 600,000 workers are said to be currently commuting across national borders to work

To achieve the Lisbon goal defined in the 2000, the European Union has been making great effort to achieve the target but the recent Joint Employment Report of 21 January 2004, provided the first assessment of the progress made by the Member States in implementing the new employment strategy agreed for 2003-2006. The strategy was based on three overarching objectives of full employment, quality and productivity in work and strengthened social cohesion. The report identified the serious challenge the present market situation had on Lisbon Strategy.

It was reported that the employment situation for the past few years has not been favourable,

there is general slowdown in employment and the progress toward the Lisbon target of a 70% overall employment rate for the EU has come to a standstill. More so, it is now clear that the EU will miss the intermediate employment rate target for 2005 (67% employment rate was set in Stockholm). The employment rate stagnated in 2003 at the level reached on 2002 (64.2%) and the possibility for achieving 65% in 2005 could only occur with great economic recovery.

Therefore the European Union needs a substantial acceleration of employment growth in the coming years in order to reach the Lisbon 70%. The employment will need to grow on average from 2004-2010 by 1.6%, which is a break trend from the present performance but not out of reach if compared to the performance in the 1997-2000 period. In fact, the continuous reforms in employment policies over the past few years have made Europe's labour market more robust in adopting shocks. The reaction of employment to the 2002/2003 slowdowns was quite moderate then in the previous slowdown of the 1990s. However, there is need for the economy to pick up and further labour market reforms implemented to forestall the risk of stagnation in employment, which could cause higher unemployment and inactivity.

In order to achieve a sustainable European labour market that is necessary for the creation of the competitive and dynamic knowledge-base economy in the world. The European Union must set the following priorities.

- i. The challenge of “adaptability”, Europe must improve the capacity of its firms and workers to anticipate and adapt to economic and social restructuring in a positive way.
- ii. The need to increase labour supply in order to cope with demographic change. There is need to tap the pool of available manpower in all groups, in particular women and older workers and also taken the right step to transform undeclared work into regular employment. In the case of shrinking workforce, the contribution of current and future immigration should be fully recognised, notably through promoting the integration of immigration in the labour markets and combating all form of discrimination
- iii. There is need to promote human capital. The advance of the knowledge-base society requires new forms of investment and Europe has to invest in lifelong learning and try to cope with future skill shortage in some industries and professions. With regional gaps, there should be high priority for occupational and geographical mobility and better match of job demands with vacancies.

#### **4.4 BARRIERS TO FREE MOVEMENT OF WORKERS**<sup>90</sup>

The EC Treaty provision on free movement of workers and other secondary legislations [Regulations, Directives and Decisions (ECJ)] were made to facilitate the free movement of workers. Notwithstanding, there are important sets of remaining barriers inhibiting mobility of workers within the European Union and also inhibiting the effective and rapid development of the European labour markets.

These barriers could be grouped as follows:

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<sup>90</sup> This section is based on the communication from the commission to the council: New European Labour Market, Open to All, With Access to All and Report of the High Level Task Force on Skills and Mobility.

## **1.SOCIAL, CULTURAL AND LINGUISTIC BARRIER**

Language constitutes a major barrier to free movement of workers. A variety of languages and dialects are spoken throughout EU and living as well as working in another Member State implies at least a working knowledge of that language is required in order to integrate. Language barriers remain even if they may be declining in importance with improved language skills (particularly among the younger generations) and with growing dual language regime at work (commonly English and the national language). Frequently, mobility does not just concern an individual but a family unit, which often has to cope with considerable obstacles when contemplating a move. Where both spouses are working (dual career families) both must be able to find suitable work in the new location. Housing and information on housing is a barrier both within and across countries and moving children between educational systems requires both good and reliable information, sufficient openness and flexibility between the systems, so that mobility is not damaging to workers' children prospect.

It is therefore essential to strengthen the stock of language skills in order to support intra-EU mobility. The introduction or development of inter-cultural-oriented education in the school system is also important as a means for supporting changes in Europe towards multi-cultural societies, and to prepare young people for working in other countries.

## **2.ECONOMIC (Pension, Tax and Benefit Systems)**

Tax and benefits system do not need to be either integrated or harmonised to ensure effective mobility, but they do need to be compatible and well co-ordinated. Complexity, lack of compatibility and lack of transparency can create both administrative hurdles and financial concerns and cost, which inhibits mobility.

In many instances, workers and/or employers cannot get tax relief for pension contributions paid to pension institutions located in another Member State, whereas pension contributions paid to domestic institutions would have been tax deductible. This hinders workers' mobility and prohibits employers with establishments in different Member States from centralising their European pension provision. Also, the difficulty to accumulate the financial value of the acquired pension rights and health benefits do create both administrative and financial barriers for workers.

## **3.SKILLS AND QUALIFICATIONS**

The gaps in the recognition of professional, academic and vocational qualification from another Member State is a particular obstacle to people working in Europe. This is also the case with respect to qualification obtained outside the EU. Lack of transparency, and sometimes prolonged procedures for professional recognition means that processes are dissuasive in character and can block or delay free movement in practice. The Regulations and Directives on should have reduced this obstacle. Hence, means need to be found to extend the scope of more automatic recognition within the existing system.

In the case of non-regulated profession, where there are no legal barriers, practical obstacle remains. These obstacles need to be identified and removed according to a strict timetable. One of such obstacle is the difficulty of transferring vocational qualification from one Member State to another. Also, there is need to develop effective and flexible ways to

recognise skills acquired outside formal education and training system. These obstacles may also inhibit workers mobility

## **ACCESSIBILITY AND TRANSPARENCY OF ECONOMIC AND SOCIAL INFORMATION.**

Information barriers are widespread and this has great effect on mobility of workers. These include; lack of adequate information on European labour market and the European jobs pool (for both jobseekers and firms); lack of transparency in comparing wages and conditions; difficulties of information on skills and learning opportunities; and difficulties in locating comprehensive and accessible information in key non-work areas. All these could hinder mobility of workers. It is importance to mention the role of EURES in regard to information dissemination on European labour market but more could be done by individual Member States to enhance mobility of workers.

### **4.5 RECENT DEVELOPMENT IN THE AREA OF FREE MOVEMENT OF WORKERS (ECJ case law)**

There is no doubt that the economic freedoms, particularly the free movement of goods, have been highly developed by the ECJ. Until recently, free movement of persons under the Treaty has not been given much broad scope .As a rule, until now family members who are not themselves EU citizens are not within the sphere of free movement rights, only enjoyed “derivative” or “parasitic” rights, which depended on the position of the traditional “pater familias” and which have not kept pace with the changes in social and economic circumstances<sup>91</sup>. Advocate General Geelhoed noted the important legal gap in his opinion of 5<sup>th</sup> July 2001, in the Baumbast case:

“ Community legislation on the free movement of persons is twofold. The first and earliest relating to the pursuit of an economic activity, contains rules on free movement of workers, freedom of establishment and the freedom to provide services. The secondary legislation which is necessary in order to facilitate the exercise of these economic rights has not kept pace with the social, cultural and economic developments which have occurred since the 1960s.”

The ECJ recent case law is more concern on how to bridge the gap of time in order to maintain an effective well-functioning labour market. This effectiveness of European labour market is necessary to achieve the most desired competitive economy objectives of the Union. The broad interpretation of migrant’s workers’ family rights could be seen in the Carpenter case<sup>92</sup>, which concerned the right of residence of a non-national spouse, Mrs. Carpenter. She was first given leave to enter the United Kingdom as a visitor for six months. She overstayed that leave and subsequently married Peter Carpenter, a United Kingdom national. Then she applied to the Secretary of State for a leave to remain in the UK as the spouse of a national of that Member State but her application was refused and an order of deportation removing her to Philippines was made. Mr. Carpenter pursues a business in the United Kingdom whereby he provides services to other Member countries and Mrs. Carpenter takes care of the children

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<sup>91</sup> Craig and de Burca, EU Law, 3rd ed. (Oxford, 2002) pg.756.

<sup>92</sup> C-60/00, Mary Carpenter v. Secretary of State of the Home Department (2000) ECR I-6279

of Mr. Carpenter. Under the applicable Directive 73/148 she does not enjoy a straightforward “parasitic” right, because Mr. Carpenter is not a citizen from another EU country engaged in a self-employed activity in the UK. The deportation of Mrs. Carpenter will affect Mr. Carpenter’s ability to provide services in other Member States.

The court insisted on the rights of Mr. Carpenter who is availing himself of the freedom to provide services even if a derivative right of residence for Mrs. Carpenter is not recognized in secondary legislation, it may be imputed from the “protection of family life of nationals of Member States in order to eliminate obstacles to the exercise of the fundamental freedom” (para 38). This freedom will not be fully effective if Mr. Carpenter were to be deterred from exercising it by an obstacle raised in his country of origin to the entry and residence of his spouse. The developments in the ECJ case law on freedom of workers are to create a favourable environment for a well-functioning internal market and reduce the issue of “reverse discrimination”.

In a related case *D’Hoop*<sup>93</sup>. Ms D’Hoop was a Belgian national who obtained her baccalaureat in France. Her diploma was recognized as equivalent to higher secondary education. However, her application for a tideover allowance was refused by Office national de l’emploi (ONEM), as she did not fulfill the (still valid) statutory requirement of completing her education at an educational establishment run, subsidized or approved by the Belgium State or one of its communities. Ms. D’Hoop appealed against this decision before the Tribunal de travail de Liege, which subsequently stayed the proceedings to the ECJ.

Advocate General Geelhoed, in his opinion of 20 February 2002, denied the applicability of the provisions on freedom of workers or self-employed persons, but suggested the citizenship provisions as a basis for protecting D’Hoop. The Advocate General said education has become part of the “scope of application” of community law and that denying Ms D’Hoop the tideover allowance only because she got her “baccalaureat” abroad amounts to an indirect discrimination which could not be objectively justified. The Court concluded that Ms. D’Hoop cannot rely on the rights conferred by Article 39 and Regulation 1612/68 on migrant workers or their families, as she cannot be considered a worker and her parents continued to reside in Belgium during the time of her studies in France. However, the Court chose to examine the case within the light of the provisions on citizenship. Quoting its previous judgment in *Grzelczyk*, the Court insisted that

“... it would be incompatible with the right of freedom of movement where a citizen, in the Member State of which he is a national, to receive treatment less favourable than he would enjoy if he had not availed himself of the opportunities offered by the Treaty in relation to freedom of movement (para 30).”

Therefore, the Court concluded that Community law precludes a Member State from refusing to grant the tideover allowance to one of its nationals on the sole ground that the student completed her education in another member State. The Court also referred to the education provision of the EC law that aims at encouraging mobility of students and teachers.

The family relationship was also used in the case of *Baumbast and R*<sup>94</sup> which regarded the interpretation of Article 18 EC and Article 12 of Regulation 1612/68 concerned the refusal of the Secretary of State for Home Affairs to grant leave to remain within the territory of the United Kingdom, raised in two proceedings.

The *Baumbast* family, who in June 1990, were granted residence permits, valid for 5 years,

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<sup>93</sup> C-224/98, *Marie-Nathalie v. Office national d’emploi*, (2002) ECR I-1691

<sup>94</sup> C-413/99, *Baumbast and R v. Secretary of State for Employment*, (2002) ECR I-7091

initiated the first proceedings. 1990 to 1993, Mr. Baumbast pursued economic activity first as an employed person and then as a head of his own company. However, as the company failed and he was able to find a sufficiently well paid job but since 1995 he started to work out of EU. In May 1995, Mrs. Baumbast applied for indefinite leave to remain in the United Kingdom for herself and family. She was granted right of residence with her children after an appeal to the Immigration Adjudicator but nothing was said of Mr. Baumbast. Both Mrs. Baumbast and the Secretary of State appealed against this decision to the Immigration Appeal Tribunal.

The second proceedings were initiated by R, a United States national, who moved to the United Kingdom as a spouse of a Frenchman, who exercised his rights as a migrant worker. They have two children of dual French and U.S nationality. R was granted leave to remain in the UK until 1995 but in 1992, she divorced her husband. R remained in the UK; according to the divorce settlement the children remained with her. R purchased a house and established a business as an interior designer and she married a UK national in 1997. However, in October 1995, R applied for indefinite leave to remain for herself and her daughters. The children were granted the leave to remain as family members of a migrant worker (father), but R's own application was refused. Her application to the Adjudicator was dismissed and R appealed to the Immigration Appeal Tribunal. The Immigration Appeal Tribunal decided to stay both proceedings and refer questions for preliminary ruling to the ECJ.

The Court insisted on family relations being protected under EC law "under the principle of liberty and dignity" (para 50) which required broad interpretation with regard to residence rights of the children in education and with regard to that of parent as primary carer. The Court further emphasized that even if the parent is not a national and if the original derivative right to residence had ceased to exist. With regard to Baumbast the Court noted that EC law does not require that citizen of the Union to pursue a professional or trade activity in order to enjoy the rights provided by Part Two of the Treaty, on EU citizenship. Mr. Baumbast can therefore rely on the directly effective Article 18(1) of EC Treaty. The Court also recognized that neither Mr. Baumbast nor the members of his family have at any time relied on social benefits of the UK and the refusal of a right of residence to Mr. Baumbast would not be proportionate

The above –mentioned cases show that the Court seems to be quite aware of the gaps that existing Community Regulations have left, and which need filling before a truly comprehensive concept of Union citizenship can be developed. The Court relied more on the concept of Union citizenship if the traditional criteria of worker as the basis for free movement rights cannot be applied any more. The principle behind this is very simple and convincing: Member State law should not put obstacles to a person's use of the free movement rights, even if these obstacles are only indirect and remote. People should not be discouraged from making use of their Community rights, and they should not be indirectly punished in whatever way by refusal to grant them benefits that they would have received if they had stayed at home

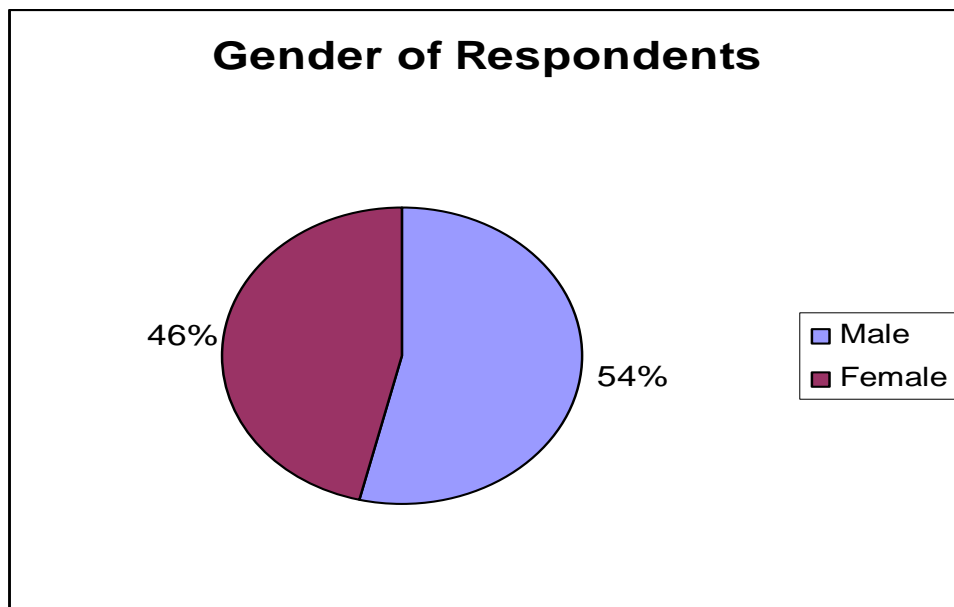
## **CHAPTER FIVE**

### **ANALYSIS OF DATA AND DISCUSSIONS**

In this chapter, I will start by briefly presenting the sample characteristics and the impact on the report. I will analyse the survey using relevant method as applicable. I will analyse the survey from career concept, decision styles and national culture perspective. Then, the analysis will further go to micro level by examining the impact of the report on strategic human resource management.

#### **5.1 SAMPLE CHARACTERISTICS**

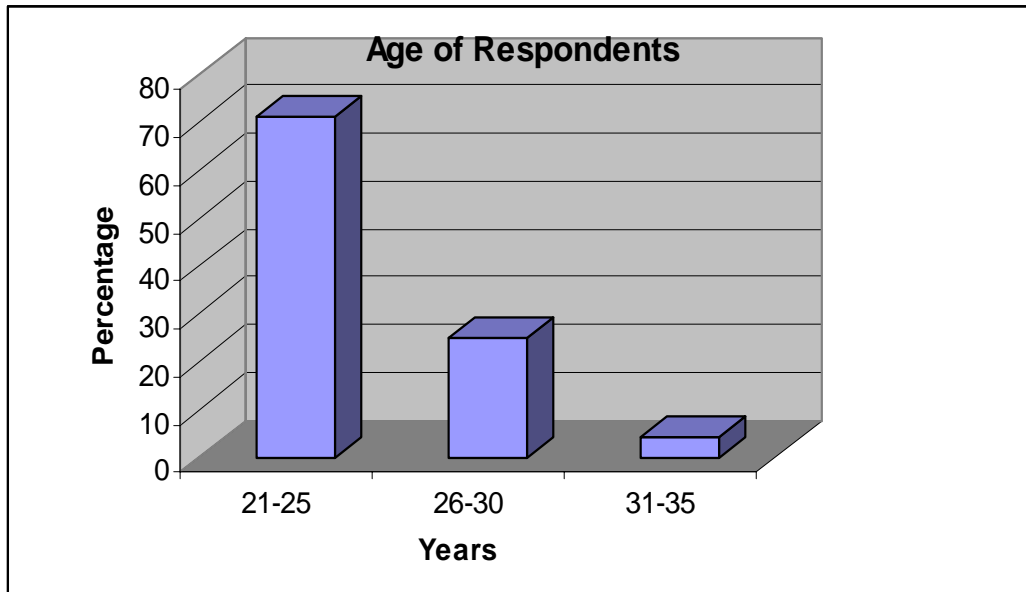
A total of forty questionnaires were distributed to Masters of European Affairs graduates. The total number questionnaires returned were twenty four (60% respondent rate was achieved). This was made possible by continuous reminder letters to the respondents.



**Figure 10** Kayode Osunbiyi's thesis survey, MEA 2004

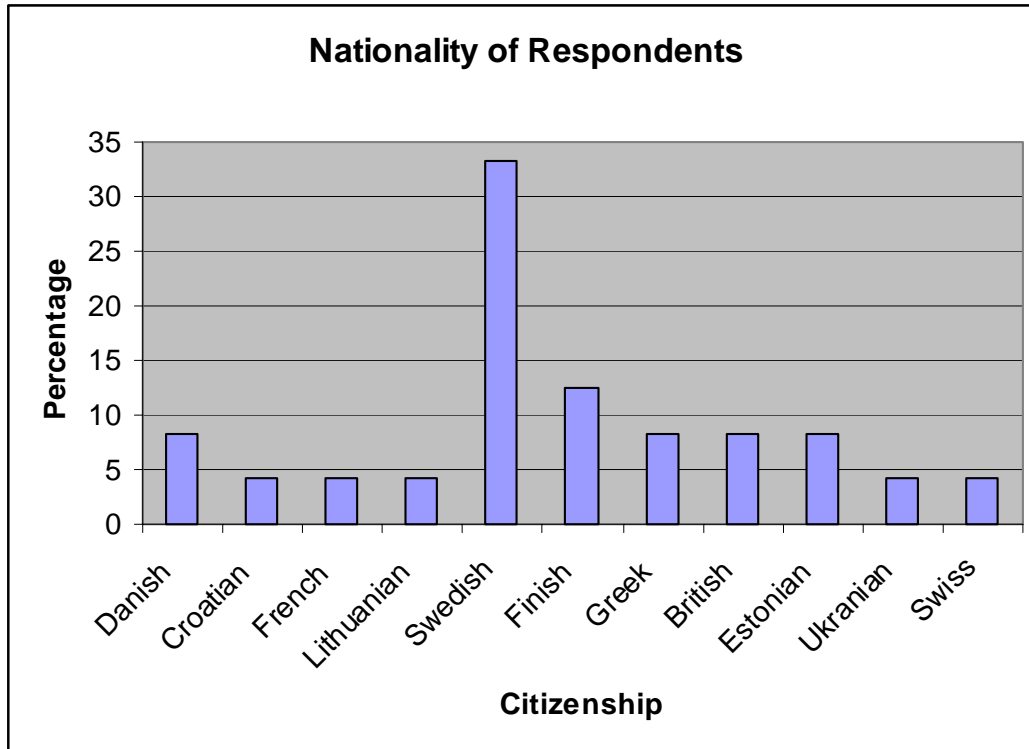
The figure 10 above shows the gender of the respondents. Both genders have significant representation in this study. However, it is important to know that this representation is of great value in this study due to the present call by the European Commission to encourage equal employment opportunities in all Member States.





**Fig 11 Kayode Osunbiyi's thesis survey, MEA 2004**

Figure 1 above represent the age of the respondents. The age most represented in this survey is 21-25 (71%), followed by 26-30 (25%) while 32-35 is (4%). This information also has relevance on the decisions of the respondents to work abroad. The respondents are relatively young and this could influence their decisions to work abroad. Most of them are recent graduates and has less family commitments. Therefore, the age of the respondents could be considered to have significant relationship to their decisions. Based on this age representation, the researcher could reason that EU member states are endowed with qualified and competent human capital.



**Figure 12 Kayode Osunbiyi’s thesis survey, MEA 2004**

Figure 12 represents the nationality of respondents. Sweden has the highest representation of 33.3% followed by Finland with 12.5%. Denmark, United Kingdom, Greece and Estonia have the same representation of 8.3% each while Croatia, France, Lithuania, Ukraine and Switzerland have 4.2% representation each. This nationality is essential for further analysis on national culture of the respondents. Thus, some EU countries are not represented in this survey, questionnaires were sent to some nationals of these countries but no further response was received despite regular reminder letters.

## **5.2 ANALYSIS OF OPEN QUESTIONS.**

Respondents were given the opportunities to provide answers to open questions. This was done in order to give room for diverse answers. However, the stress involved in the analysis of such questions should be pointed out. Therefore, I presented the findings in the form of tables and brief explanations then followed so that proper understanding of the findings could be achieved.

The respondents were asked to specify which countries they will wish to work and the factors that attracted them to these countries.

COUNTRIES OF INTEREST FOR WORK	FREQUENCY
United Kingdom	6
Sweden	4
Belgium	
USA	
Spain	3
Canada	2
Ireland	
France	
Switzerland	
Germany	1
Finland	
Italy	
Lithuania	
Greece	
Australia	

**Table 16(Group 1) Kayode Osunbiyi's thesis survey, MEA 2004**

COUNTRIES OF WORK	FREQUENCY
Belgium	4
Sweden	2
Poland	1
Finland	1
Greece	1

**Table 17 (group 2) Kayode Osunbiyi's thesis survey, MEA 2004**

The table 16 (group1) shows where the graduates are willing to work with much preference for United Kingdom. Sweden, Belgium and USA have equal preference among the graduates while Spain follow on the scale. Canada, Ireland, France, Switzerland and Germany also have equal preference. Italy, Finland, Lithuania, Greece and Australia were mentioned once each. Other countries like Netherlands, Austria, Portugal and Luxemburg were not listed. The unwillingness to work in these countries could not be linked to non-representation of the countries because countries that were not represented were listed several times (USA, Germany, Canada, Belgium).

The table 17 (group 2) shows the graduates that were already working (2002/03) session. Belgium ranked highest has the country that provided employment opportunities for the graduates but it must be noted that these graduates work for European Commission or related agencies. Sweden and Poland were the other countries that provided employment for the graduates outside their home country. The three other respondents work in their home country Sweden, Finland and Greece respectively.

ATTRACTING FACTORS TO COUNTRY	FREQUENCY
Cultural familiarity	8
Better job opportunities	6
Language knowledge	5
Past experience	5
Similarity to home country	3
Money	2
Quality of life	
Friends already there	
Career options	
Change of environment	

**Table 18 Kayode Osunbiyi’s thesis survey, MEA 2004**

Table 18 shows the factors that attracted the graduates to these countries in order of importance. Cultural familiarity of these countries was regarded the prime factor for their decisions. More so, graduates were influenced in their career decision by better employment opportunities in these countries especially when they possess adequate language requirement and possibly they have prior experience of the country. Other factors made mention are partner, personal reasons, lifestyle, personal growth, nightlife and adventure. These reasons varies from individual to individual

The graduates were also asked to specify the industry they wish to work and the factors that attracted them to the industry. The responses were quite diverse and varied. Thus, I decided to categorize them into related industry for clarity and brevity.

ATTRACTIVE INDUSTRY	FREQUENCY
International organizations	6
Consulting	4
Financial services	4
Manufacturing	3
Marketing	3
Public sector	2
Journalism	
Food and Packaging industry	
Fashion industry	
Foreign affairs	

**Table 19 Kayode Osunbiyi’s thesis survey, MEA 2004**

Working for international organizations that provide multicultural and multi-linguistic opportunities for graduates ranked the highest as the industry to work. Table 19 provide the industry in which the graduates preferred to work and develop their careers. The reasons for working in each industry varied from individual to individual. However, the table below shows the factors that attracted graduates to these industries.

<b>FACTORS ATTRACTING GRADUATES TO THESE INDUSTRIES</b>	<b>FREQUENCY</b>
Money	7
Dynamic/challenging environment	5
High job motivation	4
Multicultural environment	4
Acquired knowledge/Previous studies	3
Personal interest	3
Good opportunity for career development	2
Robust and secured industry	2
Work itself	}
Varied projects	
Availability of job	
Continuous learning	
Experience for private practice	
Clear division of labour	
Good choice of location	
Improve the society	
Free time	
World affairs	1

**Table 20 Kayode Osunbiyi's thesis survey, MEA 2004**

Table 20 shows the importance ascribes to each factor in career decisions. Financial reward is regarded to be the most important factor in making a decision to work in a particular industry. Earlier findings that stated money to be the best motivator supports this result. But, it is important to point out that money has more value to the graduates at this earlier part of their career. However, money could be less motivating in their later career life when psychological and security needs have been achieved. The respondents also rate dynamic environment high, an environment that give room for diverse experience and better career development. The table shows the comprehensive list according to their importance. Other factors mentioned are available position, free time, short resignation time, improve the society, possibility for travelling and chance to interact with others.

In order to know the skills that are essential for successful career, respondents were asked to list major skills necessary for successful career in respective industry chosen. The table below shows the listed skills in order of importance.

<b>MAJOR SKILLS NECESSARY FOR SUCCESSFUL CAREER</b>	<b>FREQUENCY</b>
Adequate experience	8
Good language skills	6
Analytical skills	5
Time management and group cooperation	3
Accuracy and creativeness	
Relevant higher education	
Industry knowledge	2
Interpersonal skills	
Social competence	
Determination and hard work	1
Presentation skills	
High commitment and enthusiasm	
Punctuality and highly responsible	1
Imaginative and adaptable	
Problem diagnosis	
Practical minds	
Strategic ability	
Good marketing	1
Open mindedness	
Dynamism and flexibility	

**Table 21 Kayode Osunbiyi's thesis survey, MEA 2004**

The table above shows the result of the respondents on the necessary skills for successful career. Relevant industry experience was rated to be the most essential factor to achieve success in their careers. In addition, good knowledge skills as well as sound analytical skills were also listed among the most essential factors for successful career. This information is strategically important to individuals to know which skills to develop in order to be more competitive in the labour market. Other factors are listed on the table in order of frequency.

In my earlier discussion on this topic, reference was made to the importance of mutual cooperation of employers and employee. The success of any organization rested more of the calibre of employees and the manners in which the careers of these employees are managed also determine their commitment and performance. Therefore, respondents were asked to list the ways in which organizations could contribute to their career. The table below shows the exhaustive list of the respondents' answers.

<b>ORGANIZATIONAL CONTRIBUTIONS TO CAREER DEVELOPMENT</b>	<b>FREQUENCY</b>
Adequate training programmes	11
Providing challenging tasks	6
Involvement in different projects	5
Providing mentors	5
Structured career development plans	4
Providing best opportunity for experience	4
Self promotion	3
Inter-departmental job circulation	
Temporary international posting	2
Providing responsibility with accountability	
Possibility for advancement	1
Visible career paths	
Language teaching	
Performance-.based appraisal	
Possibility to fulfil important task	
Clear and open system	

**Table 22 Kayode Osunbiyi’s thesis survey, MEA 2004**

The table above shows the perceived ways through which organizations could contribute to the career development of the employees. The respondents still believe in the responsibility of organizations to provide adequate developmental training programmes. Despite the recent development of individual career development, the first six factors on the table bestow much responsibility on the organization for individual career development. The table shows an exhaustive list of factors considered to be ways in which organizations could promote career development. Other factors mentioned are dynamic environment, accessibility to boss, and adequate levels of hierarchy and good salary.

However, in order to start an international career, it is paramount to possess some international marketable skills that provide opportunities for such task. Therefore, the respondents were asked to list the international skills that could provide opportunities to launch an international career. These skills give better advantages for those that possessed them.

NECESSARY SKILLS FOR INTERNATIONAL CAREER	FREQUENCY
Good language skills	23
Openness towards other people cultures	12
Previous international experience	9
Communication skills	6
Previous international studies	5
Adaptable	4
Previous student job (internship)	
Excellent social interaction skills	
Analytical and good knowledge of international politics	2
Flexibility	
Ability to create and maintain contacts	
Understanding international business and specific industry	
Ability to work in team	

**Table 23 Kayode Osunbiyi's thesis survey, MEA 2004**

There are quite a number of differences in developing career domestically and internationally. The most acknowledged differences are language and culture. The respondents rated language skills to be the most important skill in international career, especially in Europe where there is much diversity in terms of languages and culture. The above table shows the needed skills for international career, people that possess these skills are most open to international career. These could be supported by great willingness of the respondents to work abroad because they possess three or more of the listed skills. This information is strategically essential for individuals that wish to start international career, it gives the area of competence to develop in order to be internationally marketable.

In spite of these above-mentioned skills, an individual may not be able to fit into another country successfully without much assistance of the organization. To present in a better way, despite the international skills, there is always the need for organizational assistance to withstand the pressure of new environment and the associated problems. Therefore, the respondents were asked to list the support needed from the organizations to easy the transition period. The table below shows the identified support by the respondents.



<b>NEEDED SUPPORT FROM THE ORGANIZATION FOR EASY TRANSITION</b>		<b>FREQUENCY</b>
Assigning mentor		6
Providing language training		4
Introduction to cultural life		4
Adequate information on tax and health care system		3
Relocation assistance (information on schools for children, housing etc)		3
Extra financial support		3
Social events	}	2
Involvement in ongoing projects		
Job description		
Relevant tasks		1

**Table 24 Kayode Osunbiyi's thesis survey, MEA 2004**

The respondents rated assigning mentors to be the most effective way in easy transition period. Other factors also provided in addition to (table 9) are pre-job training, professional assistance and training with other graduates but it is believed that a cordial relationship will develop between the mentor and foreign worker which will reduce the pressure of relocation and easy the transition to the new environment. It is essential to mention that the major problems to free movement of workers between EU Member States has reported on special employment report have been language barrier, cultural barrier, financial related barrier and adequate information that could easy the transition of the migrant worker's family. The needed support listed by the respondent could go a long way to influence more people to work abroad. This information is so important for effective European Human Resource Management (EHRM).

I will now analyse other questions in a form of a table and further discussion of the result will follow. The table will show willingness to work and organizational implication of career development.

**WILLINGNESS TO WORK ABROAD AND ORGANIZATIONAL IMPLICATIONS OF CAREER DEVELOPMENT.**

Statement	Response in Percentage					Mean
	1	2	3	4	5	
Q1. To what extent do you prefer to work out of your home country?	2.0	7.0	11.0	52.0	28.0	3.6
Q6. To what extent do you consider employment trend (degree of employment opportunities in this industry when making career decision?	1.3	18.7	32.0	21.3	26.7	3.1
Q9. To what extent do you think that employees' career management have a positive effect on graduate's organizational commitment?	-	-	16.3	56.5	27.2	4.0
Q10 To what extent do you think that a positive organizational career development culture contributes to the ultimate financial profitability of the organization?	-	-	19.8	52.8	27.5	4.0
Q12 To what extent do you think that High organizational contributions To career development will lead To low labour turnover of Especially high potential recruits?	-	15.2	45.5	24.2	15.2	3.1

**Table 25 Kayode Osunbiyi's thesis survey, MEA 2004**

Table 25 illustrates graduates' views on their career decisions and organizational implications of career development. The mean score for most of the issues examined was over 3.0 on five-point scale (ranging from very little=1 to very much=5). Question 1 which examined the willingness of the graduates to work out of their home country had the mean score of 3.6 indicating that typically respondents are willing to work abroad. This result is in contrast to earlier report by the European Commission of free movement of workers, that there is low mobility among European workers. However, the willingness of the respondents to work abroad could be adjudged by their international experience. Nearly if not all, had international

experience. More so, all the respondents could speak English language fluently and possessed international degree. Cultural familiarization is another factor that influenced their decisions; all of them have intercultural experience during their MEA programme, in the form of discussion, group assignment and informal gathering which has a great impact on their cultural awareness and openness to other people's culture. I have to point out that question one for the 2002/03 sessions was directed to test the percentage of those working outside their home country. Out of the 9 respondents, 6 were working outside their home country (66.7%) and the remaining 3 were working in their home country (33.3%).

It is rather importance to mention here that the interest to carry out this study was prompted by one of my countless discussions with different European international students here at Lund University. These forms of informal discussion always serve as cultural bridge and do open people to different cultural beliefs. Some of the respondents during personal interview were able to make suggestion on the way forward. The suggestion make to the European Union was quite surprising, due to their personal experience and cultural orientation achieved from Lund University international programmes, some offered suggestions to the European Union to make more funds available to students in order for them to travel to other European countries as exchange student. This they believe, will breed a group of European graduates who are ready to work anywhere due to their international experience. In addition, this experience will have multiplier effects on their family because they will raise their children more has European citizen.

In order to gather more information on how each respondent made their decisions on international career. Question 6 asked the respondents on how they consider the degree of employment opportunities in the potential industry before the actual decision was made. This particular question had a mean score of 3.1 indicating that respondents will consider degree of employment opportunities in any industry they wish to start their career. The implication of this on the decision is that graduates will seek alternatives if there exist high unemployment trend in the industry they wish to launch their career. Better opportunities were one of the key factors the graduates considered as attracting them to particular industry. It however means that, their decisions will be based on the information gathered before the decision is finally made.

The researcher acknowledged the importance of organization for successful career development. The responsibility for successful career development is a function of organization and individuals. Therefore, the respondents were asked a question to evaluate their degree of organizational commitment as a result of employer's career management initiatives. This question had a mean score of 4.0 showing that typically respondents expected their employer to show commitment and concern for their careers. However, recent researches laid more emphasis on individual involvement in career development but the respondents still believe that organizations provide the medium for career development. Thus, organizations must be well involved in their career development. Table 22 shows the degree of contributions the respondents expected form their organizations.

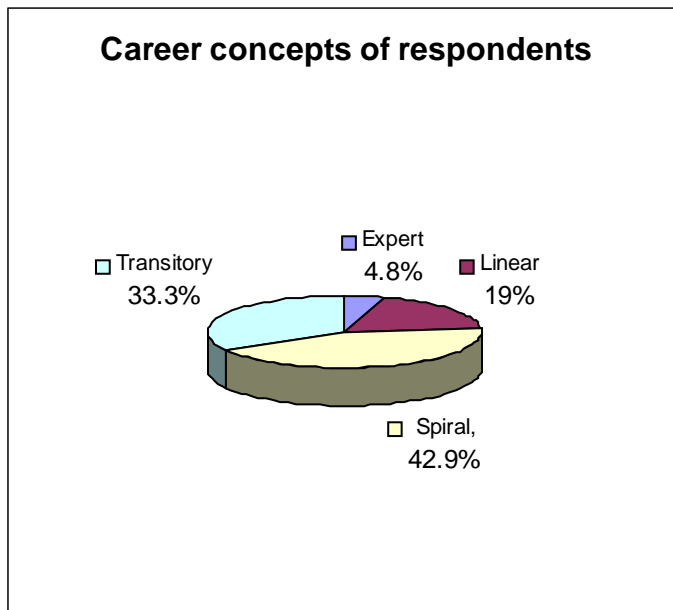
For organization to provide this expected support, it must establish and maintain a organizational career culture which must be align to its strategic plans. Then, a question was posted on the relationship between positive organizational career development culture and

ultimate financial profitability of the organization. The question had a mean score of 4.0 indicating that respondents believe that there exists positive relationship between organizational career development cultures and the ultimate financial profitability. A sound organizational career development culture provide employees who are skilled at managing their careers and are highly motivated to perform well in their jobs. Career development when organizationally managed properly, it prepares employee who are prepared to tackle the company's present and future challenges.

It then means that when organization contributes more to career development of employees. The organization will able to develop internal labour market in which all vacancies that exist in such organization could be internally filled. Notwithstanding, the question on this area the measure if high organizational contribution to career development will lead to low labour turnover of especially high potential recruits. This question had a mean score of 3.1 that signifies that the respondents moderately agree to the statement. Although earlier research has show that availability of career development training reduce both turnover and absenteeism. But this result shows the new approach to career management by organizations. Pluralistic approach is more applicable for successful career management. This means that the organization should be able to integrate different career concepts to achieve the best results, different career concepts demands different career management approach.

### **5.3 CAREER CONCEPTS ANALYSIS OF RESPONDENTS**

The career concepts of the respondents will be presented with reference to question 8. However, it is important to establish the approach of presentation. The question instructed the respondents to predict the length and direction of their career ranking the four alternatives with 1=most likely and 4=least likely. The problem was that most of the respondents only picked one of the alternatives. Therefore, I decided to use percentage to analyse the concepts. The figure below was based on the approximation of responses on question 8.



**Figure 13** approximations

Figure 13 shows the career concepts of the respondents based on the four career concepts. In the career concept model, the individual orientation is what the person sees as ideal career (head) to pursue whereas the motive (heart) are what makes a person more thrilled and stimulated at work.

**RESPONDENT CAREER CONCEPTS/RATES/MOVEMENT/MOTIVE**

CAREER CONCEPT	RATE (%)	MOVEMENT	(MOTIVES)
Expert	4.8	Life	(Expertise, Security)
Linear	19.0	Upward	(Achievement, Influence)
Spiral	42.9	Lateral related areas	(Personal growths, Creativity)
Transitory	33.3	Lateral unrelated areas	(Variety, Independence)

**Table 26**

The table shows the career views of the participating individuals, based on 21 respondents. It shows that 4.8% of the respondents are expert with career view involve moving in single area of specialization with their career development for lifetime and they are being motivated by security and expertise. The linear is 19% of the respondents with career view of upward movement and they are being motivated by achievement and influence. The spiral career view involves moving to related areas in their career development every 5-10 years and mainly being motivated by personal growth and creativity. The transitory career view involves moving to unrelated areas in their career development in every 2-4 years and mainly being motivated by variety and independence.

The information on career concepts was further used to analyse career implication of each concepts on organizational performance. The further information was based on the answers to relevant questions on the questionnaires. The table below shows the average mean of each concept on the organizational questions and the cumulative mean of all the questions on each concept.

	<b>E</b>	<b>L</b>	<b>S</b>	<b>T</b>
Q6.	2.0	2.5	3.1	3.4
Q9.	5.0	3.7	3.9	4.1
Q10.	3.0	3.5	4.1	3.9
Q12	2.0	2.7	3.6	2.7
<b>Cum Mean</b>	3.0	3.1	3.7	3.5

Table 27: 1= very little 5= very much  
**Career concept and organizational career development**

The table above shows the strategic implication of career concepts and their relative behaviour in organizations. It must be noted that the competitive advantage of any organization is achievable through proper integration of these concepts. However, the information above shows that both spiral and transitory career would be highly productive if their strategic importance is identified and supported with proper organizational career culture. On the other hand, expert and linear career does not recognize that organizational career development could reduce labour turnover, this could be based on their career orientation that is central on advancing with an organization. Thus, they believe that no matter the organizational career contributions, spiral and transitory are less committed and these categories of workers could leave when they so desired.

The spiral and transitory emphasised their usefulness to their organization and the need for the proper career development but the transitory could not see organizational contributions to their career has a factor for their commitment and dependency on the organization. The desire for independence and variety will motivate them to leave an organization despite organizational contributions to their careers.

#### **5.4 THE INFLUENCE OF NATIONAL CULTURE ON CAREER DECISIONS.**

Having investigated the EU favourable legislation on free movement of workers in terms of provisions by the EC Treaty, Regulations, Directive and Case law. I will now analyse the possible impact of national culture on career decisions. I have selected the dimensions of national culture based on Hofstede's score.

It is important to keep in mind that the national culture is based on the nationality of respondents.

<b>Career Concepts</b>	<b>Country of Respondents</b>
<b>Expert</b>	Greece
<b>Linear</b>	Denmark*, Croatia, Sweden
<b>Spiral</b>	Ukraine, France, Finland, United Kingdom, Sweden*
<b>Transitory</b>	Finland*, Switzerland, Lithuania, Sweden, UK, Estonia

Table 28 **Kayode Osunbiyi's thesis survey, MEA2004**

Note \* = 2 Danish, 5 Swedes, 2 Finnish

The table above shows the four career concepts in relations to countries of the respondents. This could be used to understand the impact of the four dimension of national culture on the four career concepts.

The four career concepts are through earlier research linked to the four dimensions of national culture; experts are frequent in uncertainty avoiding countries like Greece. The linear was linked to individualistic and masculine countries like UK. Notwithstanding, this study revealed a contrast results, individualistic but highly feminine countries are linked to linear in this study (n=2, Danish; Croatian=1; Swede=1) There is room for individual differences. The study does not claim to have represented the national results of respective country. Spiral on the other hand, the earlier research linked feminine countries to spiral, this result that revealed Swedes (n=5) to favour this concept is actually in line with earlier study. Finland too, could be supported here. The UK linked to spiral here could be based on individual difference, which could transcend through all the countries.

Earlier study could not connect transitory career concept to any country; its main characteristic is frequent moves. However, the latest developments in career plans have seen more individuals to be transitory. New generation of careerists are common all over countries, and it is not surprising to see this reflected in this study. The respondents could be regarded a new generation of careerist, and that could be seen in their willingness to work abroad. However, Hofstede's national culture classification could be used to better understand the behaviours of the respondents and their influence on career decisions. The table below classifies the respondents according to Hofstede's national culture.

LOW	HIGH	
Finland Denmark Sweden Switzerland United Kingdom	Greece France	<b>PD</b>
Sweden Denmark United Kingdom	Greece France	<b>UNC</b>
Sweden Denmark Finland	Switzerland United Kingdom	<b>MAS</b>

**Table 29 Hofstede’s national culture classification of the respondents**

Hofstede did not classify these countries Lithuania, Ukraine, Estonia and Croatia. These classifications could be used to determine career decisions of respondents. For example, a Swede may decide to work in the United Kingdom because both has low power distance whereas a Swede might dislike working in Greece because the country has high power distance and uncertainty avoidance dimensions.

### **5.5 ANALYSIS ON RESPONDENTS DECISION STYLES**

The researcher could not easily carry out the analysis on respondent’s decision style. Therefore, my Business Tutor then suggested that I should use “Unobtrusive measurement”, which involves counting the number of words used by the respondents in answering open questions to have a total words in all open questions. This information was further use to give average words used that was used to calculate amount of information used by each respondent.

On the value of information, the number of chosen alternatives was counted to have a total chosen alternatives. This information was further use to have the number of alternatives identified when reaching decisions.

The figure below shows the relationship between the amounts of information used by the respondents and the alternatives identified when reaching decisions.

	Satisficers	Maximizers
<b>Unifocus</b>	2	2
<b>Multifocus</b>	14	6

**Table 30 Kayode Osunbiyi’s thesis survey, MEA 2004**

From the above table, two of the respondents use a minimum amount of information to



rapidly come up with a clear solution. They have a satisficing and unifocus style, which is called Decisive style (D). Another set of respondents (n=14) gathers relatively moderate information like the decisive but instead use the information in diverse manner to resolve or respond quickly to any problem. They have a satisficing and multifocus style that is called Flexible style (F). More so, another set of the respondents (n=2) makes use of great information to evaluate a problem and narrowed it down to solve a problem. They have a maximizing and unifocus style that is called Hierarchic style (H). The final set of the respondents (n=6) makes use of great information to evaluate situation and explore the problem from broad perspectives to come up with a diverse solution for a problem. They have a maximizing and multifocus style called integrative styles.

The researcher to analyse organizational problems then uses these identified decision styles. The analysis was based on the questions in the questionnaires. The information is presented below using average mean of each question and finally analyse the cumulative mean of each decision style on these organizational questions.

<b>1=very little</b>	<b>5=very much</b>			
	<b>D</b>	<b>F</b>	<b>H</b>	<b>I</b>
Q6.	1.5	3.4	3.0	3.0
Q9.	3.0	4.1	4.0	4.0
Q10.	4.0	3.7	3.5	4.5
Q12.	3.5	2.9	3.0	3.7
<b>Cum. Mean</b>	3.0	3.5	3.4	3.8

**Table 31: Decision style and organizational career management**

The decisive does not consider the trend of employment opportunities as important when making career decisions while other three decision styles considered this in varied degree. The flexibles most believe that employer’s career management is highly important for organizational commitment, the other decision styles also supported this stance but the decisive only have moderate consideration for this issue. However, the decisives shows attributed great importance to favourable organizational career development culture for greater importance and all their styles considered this to be importance for organizational to achieve increased profitability. The flexible believe that organizational contribution to career development does not have direct relationship with labour turnover. The integrative and decisive linked organization career development to low labour turnover while hirarchic moderately supported this stance.

In all, the integrative attached great importance to organizational career development than other decision styles. However, none of the style has less regard for organizational involvement in their career development. The decisive showed the lowest recognition to the importance of organizational career management to their career development.

## **5.6 THE STRATEGIC IMPORTANCE OF THE STUDY.**

This study is strategically important for effective human resource management. The global and competitive environment has led to new challenges for both the organizations and individuals. The structural transformation of firms to increase international competitiveness has created new dimension and approach to how employees perceive their careers. Despite the professed importance of human resource has the main source of competitive strength and vitality; there careers and other related issue weight less at any organizational renewal process.

As competitive climate prompted companies to downsize, outsource activities, and flatten organization structure in order to survive and prosper in increasingly demanding world where cost cutting is imperative. Employees on the other hand, develop careers that fit their personal ambition. The past experience and expectation of spending a lifetime with an organization following a straight-line career path is relatively low among new generation of careerist.

The study revealed the trend in career plans of employees. Employees are now inclined to different career paths with very few of them wishing to develop traditional method of lifetime employment with loyalty and commitment for organizational reward in terms of long-term employment. The study shows that new generation of employees are more directed and focus on a self-control career path but with organizational support to achieve their desired career aspirations. The respondents still have much expectation from the organization to provide adequate training that will enhances their career. In this context, employees are more involved in the development of training programmes. Presently, organizational training programmes does not mainly focus on the organizational needs rather the long term career aspirations of the employees have to be integrated.

Earlier research on career development emphasised the relevance of mutual understanding between organization and individual for successful career development. The inability of any organization to successfully integrate the individual careers of its employees could lead to decline in performance and possible high labour turnover.

The new model for organizational career development for employees based on the findings is summarized below

<b>ORGANIZATIONAL DIMENSION</b>	<b>TRADITIONAL CAREER SYSTEM</b>	<b>NEW CAREER SYSTEM</b>
<b>Tenure</b>	Lifetime employment	Non-life employment base on mutual benefits for both employer and employee
<b>Employment security</b>	Understood to be a firm responsibility	Both employee and firm responsibility.
<b>Employer role</b>	Employer often in paternalistic role	Individual must develop marketable skills and offer it to firm that will satisfy personal needs
<b>Career path</b>	Work up the ladder	Pluralistic career mgt. Firm applies diverse career concepts and individual lifetime career path likely to cover three to four organizations
<b>Personal development</b>	Employer plays a dominant role in individual development for organizational purposes	Employee must assume active roles in crystallizing development needs, take charge of career.
<b>Organizational structure</b>	Hierarchical	Fluid
<b>Reward</b>	Seniority- based	Performance-based
<b>Job structure</b>	Structured job	Team work, group assignment, gives room for individual initiatives
<b>Organizational commitments</b>	High	Low
<b>Human Resource functions</b>	Operational	Strategic

Table32

**Source: Kayode Osunbiyi MEA thesis 2004\***

\* The background knowledge derived from Burack, E.H and R.P Singh “The New Employment Relation Compact”. The Journal of Human Resource Planning Society, Vol.19, No.3, 1996, pg 38-49 in Sydney S. Lentz and Sally Wacker: Career Development in an Uncertain world. Submitted to the Human resource Planning Society 1997, Research Symposium.

Most of the respondents are aware of the new trend in career development. They emphasised

that development and growth is no longer strictly vertical but determined in large part by the personal satisfaction achieved when they have done something personally fulfilling and interesting.

The findings also provided strategic information on effective ways to manage international assignment. Global competition of firms has correspondingly brought about increase in international posting of managers, where they experience an environment completely different from home country. The information on ways organizations could assist expatriates in adjusting to new environment could be used to understand possible ways to plan for international posting and effective transition period so that the performance of expatriate managers is not hampered.

The findings of this study have great importance for organizations and individuals. The results of these findings could be used by the organization to develop sound career management for their employees. Individuals could also know the relevant skills to develop in order to be marketable internationally. Therefore, it provides opportunities for prospective global managers to understand their weaknesses and strengthen them.

Human resource management is now strategic then ever, the information here is strategically applicable to effective international strategic human resource management. Individuals have high concern for their career especially in this era of more unsecured employment world.

## **CHAPTER SIX.**

### **CONCLUSION AND IMPLICATION.**

The present study aimed to increase the understanding of the role of national culture and EC Treaty provisions on free movement of workers on career decisions of European graduates. In order to understand the roles, the career decisions of European graduates were covered. The database consisted of career decisions of 24 European graduates. The data was collected through a questionnaire survey, and in addition, 5 telephone interviews and informal discussions.

The results indicated that the graduates showed a great willingness to work abroad. This result is in contrast to report of European Commission on employment that European workers show less willingness to work abroad. However, it should be pointed out that overwhelming willingness of the respondents could be related to their past international experiences. This believes was supported by the interviewees that exposures to foreign culture and language skills have to large extent influenced the decisions to work abroad. They also suggested that the European Commission should increase funding to students to experience foreign culture through student exchange, this experience they believe will motivates the young generation to work in another Member State. Also, they suggested that intercultural studies, second and probably third language should be introduced at the early stage of student's educational career. With this development, they believe that cultural awareness and language skills are fundamental to workers mobility.

Interestingly, the results indicates that the career decisions of European graduates is not limited to EU Member States only, there is more interest to work in the United States and Canada than some Member States. However, United Kingdom attracted greatest number of graduates while some Member States were not listed. The researcher cold not relates non-listing of some Member States to non-representation in the survey. Countries like Germany, USA, Canada, and Australia to mention a few were not represented but the respondents showed their willingness to work in these countries. The reasons for non-listing of some Member States could be that they Member States do not possess the factors that attracted the graduates to seek employment in a particular country and these factors include familiarization with the culture, better job opportunities, language knowledge, past experience of the country and similarity with home country.

The graduates showed more willingness to work for international organization (European Commission and agencies), the researcher believes that this resulted from the sample of the survey, has majority of the sample were law and politics graduates. Consulting and Financial services industries were the two other industries that attracted more graduates. The willingness to work in the area of management consulting was supported by earlier study published by GTI, where 6,800 students at 81 European Universities showed management consulting to be their most desired industry. Various factors attracted the graduates to these industries but the most significant factors are money, challenging environment, high job motivation, multicultural environment and the opportunities to use acquired knowledge.

The research findings have several implications for individuals and firms. Firstly, the findings

on international skills for work indicate that the major advantage for international career is to develop core transferable international skills on which employers are placing increasing greater emphasis. The respondents listed good language skills, openness toward other cultures, previous international experience, communication skills and adaptation as the most essential factors for international career. Thus, individuals that so wish or aspires to seek international career should then strive to develop some or all the skills identified.

Secondly, the research findings provide the ways through which organizations could contribute to career development. The respondents believe that their careers will witness rapid development if their organizations provided training programmes that suite their respective career. Also, organizations should give great opportunities to partake in challenging and different tasks that will develop their professional skills; mentorship was also listed to be essential for their career development. Self-promotion appears on the list but it was not among the top five. The information provided by this research could be strategically use for effective human resource planning.

The result is also essential for proper expatriate's management. The present globalization and competition have necessitated more managers working outside their home country. Most time, these expatriates find it difficult to adjust to the new environment that directly affects their performance. The findings provided ways that organizations could use to support these expatriates for easy transition. The shorter the time for adapting and adjusting to the new environment, the better for the organizations. The expatriate will be able to concentrate on the job and contribute positively to the development of the organization. The organizations could aid easy transition of expatriates by assigning mentor, provide adequate language training in case there is language difference between the home country and the host country of the expatriates, rightly introduce the expatriates to the host-country culture, provide adequate information on tax and health care system and other necessary relocation assistance to expatriates in order to easily adjust to the new environment.

The result also provides the relationship between career concepts and national culture. The findings revealed how national culture could influence choice of career. Findings here are in line with the earlier research with little difference that could be adjudge to individual difference. However, the most interesting part of this finding is that transitory career concept which earlier research could not linked to any country. Likewise, transitory could not directly be linked to any geographical location. Rather, with the latest development in career field, more people are willing to be independent and manage themselves.

The last implication of the findings to organizations has to do with the benefits of effective organizational career management. The findings revealed that organizations that successfully fit individual career concepts into their strategic framework would witness reduced labour turnover, able to attract the best from the labour market, gain opportunity to maintain internal labour market and eventually, experience increase in financial profits.

The EC Treaty provisions that enable European graduates to seek employment opportunities across Member States are presently witnessing a revolution. Until recently, free movement of persons under the treaty has not been given much broad scope. It has been reported that the

secondary legislation that is necessary in order to facilitate the exercise of these economic rights has not kept pace with the social, cultural and economic development, which have occurred since the 1960s.

In regard to the rights of members of workers families' European legislation merely lays down the manner in which those rights are established. No specific provision is made for changes in circumstances. The recent case, ECJ case law is seems to be filling the gap left by the Community legislature. The ECJ is now gradually granting members of the family of the migrant workers right which in certain circumstances are almost effectively decoupled from their initial source, their association with a migrant worker. Family members of migrant workers are been granted more right which probably put them quasi-citizenship status of their own. The ECJ is greatly providing an environment for the development of European labour market.

## **6.2 DIRECTION OF FURTHER RESEARCH**

Since language is regarded as the key to international career, where also acculturation can take place, further research on required changes in national language education would be appropriate. When a second and third language should be introduced in school and how cultural education could be integrated to early school system in all Member States? A future survey should cover the effects of changes in national language has had on the future language abilities of adults as well as put forward a proposal for the European Community.

Another direction for further research could be to develop the analysis on why European graduate are attracted to a particular industry or particular Member States. Empirical evidence should be analyzed and proposal put forward for the European Community to facilitate equal development between Member States.

Future research could also be developed to cover analysis on how pluralistic career management can increase organizational performance. What changes in the four parameters strategy, structure, performance appraisal and reward system are required if the objective is to achieve greater organizational performance? It would also be interesting to examine what impact career plans of employees at different hierarchic levels have on the organizational performance

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2. Joint Employment Report found on [europa.eu.int/rapid7start/cgi/guesten.ksh?p-action.gettext=gt&doc=MEMO/04/](http://europa.eu.int/rapid7start/cgi/guesten.ksh?p-action.gettext=gt&doc=MEMO/04/) (date visited 2004-02-17)

# APPENDICE

## APPENDIX 1

### INTRODUCTION.

My name is Kayode Samson Osunbiyi, a master's of European Business Administration and Business Law student at Lund University. I am writing my final thesis on the topic; **IN SEARCH OF JOB: LINKING CAREER DECISIONS OF EUROPEAN GRADUATES WITH CAREER DEVELOPMENT**. I will be most grateful if you could candidly answer the questionnaire below. Thank you for the time spent on the questions.

### QUESTIONNAIRE

The following questionnaire asks you to describe where you prefer to work. The questionnaire aim is to gather information on **CAREER DECISIONS OF EUROPEAN GRADUATES** and the answers will be linked to their **CAREER DEVELOPMENT**. Please note that all information supplied will be treated with high **CONFIDENTIALITY**.

Questions.

1. To what extend do you prefer to work out of your home country?

1= very little    2= little    3= neutral    4= much    5= very much

2. Which countries would you like most to work in? .....

3. What attracted you to these countries ( in order of importance)

- a.....
- b.....
- c.....
- d.....
- e.....

4. Which industry do you like to work in ? .....

5. What factors attract you to this industry? ( in order of importance )

- a .....
- b .....
- c .....
- d .....

e .....

6.To what extent do you consider employment trend (degree of employment opportunities) in this industry when making career decision?

1= very little    2= little    3= neutral    4= much    5= very much

7. What are the major skills necessary for successful career in this industry?

- a .....
- b.....
- c.....
- d.....
- e.....

8. Please predict the length and direction of your career in this industry

- a. Whole life with prospect to develop core skills in one area of specialisation ( )
- b More than 10 years with prospects for advancement to higher level ( )
- c 5-10 years with prospects of moving to other organisations in related career ( )
- d 2-4 years with prospects of moving to other organisations in unrelated career ( )

9.To what extent do you think that employers' career management initiatives have a positive effect on graduate's organizational commitment? .

1= very little    2=little    3= neutral    4= much    5 =very much

10.To what extent do you think that a positive organizational career development culture contributes to the ultimate financial profitability of the organization?

1= very little    2= little    3= neutral    4= much    5= very much

11.. List the ways in which an organization could contributes to your career development. (in order of importance)

- a .....
- b .....
- c .....
- d .....
- e .....

12.To what extent do you think that high organizational contributions to career development will lead to low labour turnover of especially high potential recruits?

1= very little    2= little            3= neutral            4= much            5= very much

13. Lists international skills for work that are of advantage to your international career ( in order of importance).

- a. ....
- b. ....
- c. ....
- d. ....
- e. ....

14. What support do you expect from the organisation to ease your transition period?

- a. ....
- b. ....
- c. ....
- d. ....
- e. ....

15a. NATIONALITY: .....

b. AGE : 21-25 ( ) 26-30 ( ) 31-35 ( ) above 35 ( )

c. SEX : male ( ) female ( )

Phone Number if available for interview.....

16. **Business Section Only:** what was your primary and secondary career concept and motives (if you did your career profile during the ISHRM course)

- a. Primary career concept: .....
- b. Secondary career concept: .....
- c. Primary career motives.....
- d. Secondary career motives.....

## **APPENDIX II**

### INTRODUCTION.

My name is Kayode Samson Osunbiyi, a master's of European Business Administration and Business Law student at Lund University. I am writing my final thesis on the topic; **IN SEARCH OF JOB: LINKING CAREER DECISIONS OF EUROPEAN GRADUATES WITH CAREER DEVELOPMENT**. I will be most grateful if you could candidly answer the questionnaire below. Thank you for the time spent on the questions.

### QUESTIONNAIRE

The following questionnaire asks you to describe where you prefer to work. The questionnaire aim is to gather information on **CAREER DECISIONS OF EUROPEAN GRADUATES** and the answers will be linked to their **CAREER DEVELOPMENT**. Please note that all information supplied will be treated with high **CONFIDENTIALITY**.

Questions.

1. Are you working outside your home country?    Yes ( )                      No ( );
  
2. Which country are you working?                      .....
  
3. What attracted you to this country? ( in order of importance )
  - a .....  
b .....  
c .....  
d .....  
e .....
  
4. Which industry are you working? .....
  
5. What factors attract you to this industry? ( in order of importance)
  - a .....  
b .....  
c .....



- d .....
- e .....

6. To what extent did you consider the employment trend (degree of employment opportunities) in this industry when making career decision?

1= very little    2= little    3= neutral    4= much    5= very much

7.. What are the major skills necessary for successful career in this industry?

- a .....
- b.....
- c.....
- d.....
- e.....

8. Please predict the length and direction of your career in this industry?

- a. Whole life with prospect to develop core skills in one area of specialisation ( )
- b More than 10 years with prospects for advancement to higher level ( )
- c 5-10 years with prospects of moving to other organisations in related career ( )
- d 2-4 years with prospects of moving to other organisations in unrelated career ( )

9. To what extent do you think that employers' career management initiatives have a positive effect on graduate's organizational commitment?

1= very little    2= little    3= neutral    4= much    5= very much

10 To what extent do you think a positive organizational career development culture contributes to the ultimate financial profitability of the organization?

1= very little    2= little    3= neutral    4= much    5= very much

11. List the ways in which an organization could contribute to your career advancement. (in order of importance)

- a .....
- b .....
- c .....
- d .....
- e .....

12. To what extent do you think that high organizational contributions to career development will lead to low labour turnover of especially high potential recruits?

1= very little    2= little    3= neutral    4= much    5= very much

13. Lists international skills for work that are of advantage to your international career.

- a.....
- b .....
- c .....
- d.....
- e.....

14. What supports did your organisation offer to ease your transition period?

- a.....
- b .....
- c .....
- d.....
- e.....

15 a. NATIONALITY: .....

b. AGE : 21-25 ( ) 26-30 ( ) 31-35 ( ) above 35 ( )

c. SEX : male ( ) female ( )

. Phone Number if available for interview.....

16. **Business Section Only:** what was your primary and secondary career concept and motives (if you did your career profile during the ISHRM course)

- a. Primary career concept: .....
- b. Secondary career concept: .....
- c. Primary career motives .....
- d. Secondary career motives .....

## **APPENDIX111**

### TELEPHONE /PERSONAL INTERVIEW QUESTIONS

1. There have been several reports by the European Commission expressing concerns on low mobility among European labour. Can you give a general view on the likely problems and possible suggestions for these identified problems?
2. How can European youths be motivated to seek employment in other Member States?
- 3 On the questionnaire you show the desire to work in other Member States. What are the possible problems that could hinder this desire?
4. What do you think motivated to have such desire?