

Exploring the Repatriation of Finnish Civilian Crisis Management Personnel and Introducing
a Conceptual Framework of the Repatriation Process

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SILJANEN EEVA-MARIA: Exploring the Repatriation of Finnish Civilian Crisis Management Personnel and Introducing a Conceptual Framework of the Repatriation Process

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AIMS The aims of this thesis were to 1) explore how Finnish civilian crisis management personnel (referred to as Finnish experts), who had worked as police officers during a civilian crisis management mission, repatriated back to their home country, Finland in the years 2008 and 2009, and 2) construct a new conceptual framework of the repatriation process.

BACKGROUND The repatriation phenomenon has been awarded little academic attention and what research has been conducted has mainly been in the American setting. Furthermore, the wellbeing of Finnish peacekeepers and crisis management personnel has been a recently discussed phenomenon in the media in Finland and the repatriation of Finnish experts was yet to be systematically studied. Therefore, this study was not only necessary but very current.

METHODS The repatriation of Finnish experts was explored using a quantitative approach, a self-reported questionnaire, but due to unexpected circumstances (small sample size) the data was analyzed qualitatively. The new conceptual framework was constructed on the basis of current theoretical knowledge, as well as the researcher's own understanding, of the repatriation phenomenon.

RESULTS The empirical part of this study provides a snapshot of the repatriation of Finnish experts. In addition, suggestions are offered to explain the repatriation of Finnish experts: the experts experienced a smooth repatriation, seemed to be proactive, professional individuals who experienced unfavorable work conditions, and whose repatriation cannot be explained by current theoretical knowledge of repatriation. Meanwhile, the new conceptual framework introduced in this study presents a refreshing perspective to academic research of repatriation and fills a gap in academic research by providing a more holistic view of the repatriation process. Lastly, this study presents many potentially fruitful areas for future research.

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APPENDIX 4. Bulletin for Finnish experts (English translation)

ABBREVIATIONS

CMC	Crisis Management Centre
CIM	Cultural Identity Model
ESDP	European Security and Defense Policy
EU	European Union
IDV	Individualism Index
MAS	Masculinity Index
MNC	Multinational Corporation
NATO	North-Atlantic Treaty Organization
PDI	Power Distance Index
UAI	Uncertainty Avoidance Index
UN	United Nations

You cannot create experience. You must undergo it.

– Albert Camus

1 INTRODUCTION

The wellbeing of Finnish peacekeepers and crisis management professionals has been a recently discussed phenomenon in the media in Finland. For instance, the newspaper *Helsingin Sanomat* (Huuskonen 28.12.2008), as well as the journal *Reserviläinen* (Bergqvist 1/2009, 36), both discussed the fact that peacekeepers may require psychosocial support on their return to Finland after a peacekeeping mission. During these missions peacekeepers are confronted with difficult situations, even near death situations, and may experience post traumatic stress on their return (Bergqvist 1/2009; Huuskonen 28.12.2008). The tragic example of stress released in the wrong manner is portrayed in the article in *Reserviläinen*: in May 2008 a peacekeeper who had just returned from a peacekeeping mission in Kosovo shot 2 people and injured one during an incident at a restaurant (Bergqvist 1/2009). Therefore, in an effort to assist peacekeepers and crisis management professionals, the Finnish defense force will begin to count the risk factors of Finnish peacekeepers and crisis management professionals, starting from the year 2009, in order to determine specific risk factors, which may influence the mental wellbeing of these individuals (Bergqvist 1/2009; Huuskonen 28.12.2008).

Although the aforementioned articles focus on Finnish military personnel, it may be possible that Finnish civilians participating in civilian crisis management missions may require similar assistance on their return. Furthermore, previous academic research on individuals participating in various types of foreign assignments, such as business assignments, has often focused on the individual's adjustment to the foreign country, while the return, or repatriation, of these individuals back to their home country has received less attention (cf. Black, Gregersen & Mendenhall 1992; Cox 2004; Gregersen & Stroh 1997; Hyder & Lövblad 2007; Suutari & Välimaa 2002). After all, the individual is returning home, so why would there be any problems (cf. Andreason & Kinneer 2005; Black et al. 1992; Hyder & Lövblad 2007)?

In fact, quite the opposite has happened: returning home has been described as at least as or even more difficult (cf. Adler 1981; Black et al. 1992), stressful (Sanchez, Spector & Cooper 2000), and challenging (Herman & Tetrick 2009) as the adjustment to the foreign country. Furthermore, the return of Finnish civilian experts following civilian crisis management missions to Finland is yet to be systematically studied. Consequently, the driving force behind this study is two-fold: firstly, the researcher's own personal experiences of multiple travels

back and forth to Finland have made the repatriation phenomenon not only fascinating and interesting, but also very personal to the researcher, and secondly, the Crisis Management Centre (CMC) Finland has seen the repatriation phenomenon and the post-return debriefing held for Finnish experts as an important area to study.

Therefore, this pilot study aims to provide a snap-shot of the current repatriation situation of a specific group of Finnish civilian experts: police officers. Albert Camus once said “*You cannot create experience. You must undergo it*”. This holds true especially in this study: each Finnish expert has undergone a significant stage in his/ her life and it is these experts’ personal experiences which will form the basis for this study. More specifically, this study will look at how the experts viewed the civilian crisis management mission as well as their return to Finland: what motivated these experts to participate in a civilian crisis management mission, what kind of expectations did these experts have about returning to Finland, how did the mission influence these experts lives, what kind of assistance was provided for these experts and did these experts even feel that they needed support on their return. In addition, this study aims to offer a unique, and hopefully refreshing, perspective for academic research of repatriation by constructing a new conceptual framework of the repatriation process.

Lastly, it is important to discuss the importance of this study for the field of public health, “which is concerned with the health of the community as a whole” (MedicineNet.Com, Definition of public health, 2001). Although this study focuses on the experiences of individuals, the phenomenon of repatriation has the potential to influence the health of a whole population. This could occur in situations where individuals experience repatriation problems, such as feeling isolated from their own countrymen, which could potentially radiate into the individuals’ surroundings. The aforementioned article of a peacekeeper releasing the stress of a peacekeeping mission in the wrong way (Bergqvist 1/2009) serves as a possible scenario in which personal problems radiate into the surroundings. In addition, as the number of Finnish experts participating in civilian crisis management missions is on the rise (cf. Ministry of the Interior 2008), there may be an increase in these experts seeking support on their return from occupational health care: a situation which would be of importance to the field of public health.

2 AIMS

2.1 Exploring the repatriation of Finnish experts

The empirical part of this study aims to explore how Finnish civilian experts, who had worked as police officers during a civilian crisis management mission, repatriated back to their home country, Finland, during the years 2008 and 2009. Therefore, the research questions are:

1. How did these Finnish experts experience the civilian crisis management mission and the repatriation process?
2. What assistance was offered to these experts during the civilian crisis management mission and the repatriation process, and did these experts feel that they needed any assistance?
3. Can current theoretical knowledge of the repatriation process explain the repatriation of Finnish experts?

The justification for formulating these three research questions is as follows. The repatriation of many professionals working abroad is an area, which has not received much academic attention. In addition, what research has been conducted on either the adjustment to the foreign country or back to the home country has mainly been on employees of multinational corporations (MNCs), especially in the American setting (Brewster & Scullion 1997; Gregersen & Stroh 1997; Suutari & Välimaa 2002). Furthermore, as Brewster and Scullion (1997) remark, little research has been conducted on the move of employees of non-commercial organizations, such as international organizations, to a foreign country. Therefore, the return of these employees has been under-researched as well. Further, in the case of the repatriation of Finnish experts, the researcher is treading on uncharted territory, so to speak: although other professional groups have experienced difficulties during their repatriation, it remains unclear how Finnish experts have experienced their repatriation. In this respect, this pilot study is not only necessary, but it is very current. In addition, this pilot study aims to identify whether further research into the repatriation of Finnish experts is necessary, and whether there is any need to improve current repatriation support practices to facilitate the repatriation process of Finnish experts.

2.2 Introducing a conceptual framework of the repatriation process

While theoretical frameworks and models of repatriation have already been developed, these frameworks and models seem quite fragmented and often focus on specific aspects of the repatriation process. In addition, as stated earlier, most of the empirical research has been conducted in the American setting. For instance, the pioneering work of Black, Gregersen and Mendenhall (1992) on repatriation adjustment remarked that this phenomenon is multifaceted, and that the theoretical framework they developed is most applicable to the repatriation of North American managers (Black et al. 1992). Furthermore, Black and his colleagues (1992) noted that more “theory-building efforts” (Black et al. 1992, 742) are necessary, in addition to empirical studies, in order to “achieve a comprehensive understanding” (Black et al. 1992, 742) of repatriation adjustment.

Hence, a more holistic approach to the theory behind repatriation is necessary. By the term holistic the researcher means that “The totality of something is much greater than the sum of its component parts and they cannot be understood by the isolated examination of their parts” (Environmental Practitioner Program 2000-2002, holistic approach). Therefore, this part of the study will aim to combine existing frameworks and models, plus new variables, into a more unified conceptual framework, which will better represent repatriation as a complex and multifaceted process. Hopefully, this conceptual framework will offer a fresh and new perspective to academic research of the repatriation process.

3 RESEARCH PROCESS

In order to make this thesis an enjoyable reading experience, this chapter will briefly outline the research process. Chapter 1 introduces the study, while Chapter 2 presents the aims of this study. As can be seen in Chapter 2, this study is divided into two parts: “Exploring the repatriation of Finnish experts” and “Introducing a conceptual framework of the repatriation process”. Here it is important to note that the central idea in this thesis is that these two parts progress side by side in the thesis: the titles “Exploring the repatriation of Finnish experts” and “Introducing a conceptual framework of the repatriation process” are used within chapters to make a clear distinction between each part of the study.

Therefore, this thesis will progress in the following manner: Chapter 4 serves as a specific introduction of civilian crisis management, which will be important for the empirical part of this study, while Chapters 5 and 6 explain the repatriation phenomenon, which will be important for both parts of the study. On the other hand, Chapter 7 presents the methodology for “Exploring the repatriation of Finnish experts”, while Chapter 8 presents the methodology for the “Introducing a conceptual framework of the repatriation process”. In addition, Chapter 9 presents the results of this study, and these results will be divided into two sub-chapters: “Exploring the repatriation of Finnish experts” and “Introducing a conceptual framework of the repatriation process”. This same format will be followed in Chapters 10 (Discussion) and 11 (Implications). Finally, Chapter 12 discusses the conclusions of this study and Chapter 13 contains the references used in this study.

One final issue, which needs to be discussed here, is the balance between each chapter within this thesis. As the reader can observe, this thesis has a strong emphasis on the theoretical background, and thus the theoretical background appears very lengthy in comparison to the other chapters. Therefore, a few clarifications are in place. Since the repatriation phenomenon has been awarded little academic attention, most of the theoretical knowledge of this process is on a very conceptual level. In addition, what research has been conducted has mostly been in the American setting, on employees of MNCs. Therefore, this whole thesis can be described as a pilot study. For this reason, a concise and detailed theoretical background is necessary in order to plan and carry out the empirical part of this study, the repatriation of Finnish experts, and the more theoretical part of this study, introducing a conceptual framework of the repatriation process.

4 CIVILIAN CRISIS MANAGEMENT

4.1 Objectives and activities

Civilian crisis management refers to “action used to restore the necessary conditions for a functioning society by sending non-military assistance into crisis areas” (Ministry of the Interior 2008, 5). As Finland’s National Strategy for Civilian Crisis Management elaborates, civilian crisis management, as it is now, is “a new form of activity in international crisis management” (Ministry of the Interior 2008, 5), and no precise definition has been established for civilian crisis management as “its definition is constantly being reshaped by on-going operations” (Ministry of the Interior 2008, 5). The participation of civilians in crisis management derives from the complexity, consequences, and context of contemporary wars which have shifted from inter-state to intra-state wars and in which military action alone is often insufficient in peacebuilding and conflict resolution (Henriksson & Kerkkänen 2008; Mustonen 2008). Furthermore, as Henriksson and Kerkkänen (2008, 16) remark, the aim is to “win peace” rather than to “win a war”, thus requiring a more comprehensive approach to peacebuilding and crisis management. Therefore, crisis management operations nowadays often involve both military and civilian aspects (cf. European security and defence policy: the civilian aspects of crisis management 2008; Ministry of the Interior 2008).

More specifically, “the main objective of civilian crisis management is to create stability and to promote transition to democracy, respect for human rights and the rule of law, good governance and a functioning civil society in conflict areas” (Centre of expertise in civilian crisis management, 3): all which will contribute to “creating the preconditions for military crisis management forces to withdraw” (Ministry of the Interior 2008, 5). This can be achieved by strengthening and rebuilding institutions which are crucial to a state’s external and internal security, such as the police force, penitentiary system and prosecution system (European security and defence policy: the civilian aspects of crisis management 2008; Henriksson & Kerkkänen 2008; Ministry of the Interior 2008). Therefore, the civilian experts participating in civilian crisis management missions are experts who will implement the main objectives of civilian crisis management, such as judicial officials and police officers (Ministry of the Interior 2008).

4.2 The role of Finland

As a member of the European Union (EU) Finland aims to support the EU's actions in crisis management, which have been defined in the European Security and Defence Policy (ESDP) and the European Security Strategy (Ministry of the Interior 2008; Stubb 2008). Within the ESDP, the four priority areas of civilian crisis management are: “**police; strengthening the rule of law; strengthening civilian administration; and civil protection**” (European security and defense policy: the civilian aspects of crisis management 2008, 2). In addition, both the EU and Finland (a member of the United Nations (UN)), aim to promote international peace and security (which is the main purpose of the UN) (European security and defense policy: the civilian aspects of crisis management 2008; UN Charter 1945, Chapter 1: Article 1).

At a national level, civilian crisis management is included in Finland's foreign and security policy (Ministry of the Interior 2008). The security of Finland is ensured when Finland is actively involved in promoting international peace and security, thus “preventing the spread of today's new global threats” (Ministry of the Interior 2008, 9). Furthermore, Finland's participation in civilian crisis management allows Finland to cooperate with international organizations and individual countries, thus increasing “Finland's visibility in the world and its opportunities for exerting influence in various forums” (Ministry of the Interior 2008, 9).

On August 28, 2008 the Finnish Government approved Finland's “National Strategy for Civilian Crisis Management” (Ministry of the Interior 2008). According to this strategy, the Ministry for Foreign Affairs is the overall decision making body for Finnish participation in civilian crisis management missions and activities (Ministry of the Interior 2008), the Ministry of the Interior “is responsible for domestic capacity building for civilian crisis management and related international cooperation” (Ministry of the Interior 2008, 4), and the CMC Finland is responsible for “the operational functions of domestic capacity building”, i.e. recruitment and training of Finnish civilian personnel (Ministry of the Interior 2008, 9 & 17) [domestic capacity building refers to those actions that Finland must undertake in order to provide the required number of qualified civilian crisis management experts for missions by international organizations, such as the EU (Ministry of the Interior 2008)].

4.3 Participation of Finland

Finland has participated in civilian crisis management missions since the 1990s (Ministry of the Interior 2008). While these missions have been initiated by a number of different organizations, such as the UN or the North-Atlantic Treaty Organization (NATO), EU civilian crisis management missions currently involve the largest sphere of Finnish civilian personnel: as of May 31 2008 there were 50 Finnish civilian personnel in EU missions, 19 in UN missions, 18 in the Organization for Security and Co-operation in Europe missions, 4 in NATO missions, and 3 in the Office of the High Representative (Ministry of the Interior 2008). Therefore, as of May 31 2008 there were a total of 94 Finnish civilian personnel participating in missions all around the world, namely in Afghanistan, Georgia, Tajikistan, Turkmenistan, Moldova, Ukraine, Macedonia, Kosovo, Bosnia and Herzegovina, Sudan, Democratic Republic of the Congo, Palestinian Territories and Nepal (Ministry of the Interior 2008). However, as stated by the national strategy, Finland aims to increase the number of Finnish experts to a desirable minimum level of at least 150 (Ministry of the Interior 2008).

4.4 Crisis Management Centre Finland

4.4.1 Main tasks

CMC Finland is a governmental organization, under the supervision of the Ministry of the Interior, which was officially opened February 1st 2007 in Kuopio, Finland (CMC Finland, Annual Report 2007). Essentially, the core function of CMC Finland is to be “the Finnish centre of expertise in civilian crisis management” (Centre of expertise in civilian crisis management, 3) and its main tasks are “to train and recruit experts for international civilian crisis management and peacebuilding missions as well as conduct research focusing on civilian crisis management” (CMC 2009, Crisis Management Centre (CMC) Finland). In addition, CMC Finland aims to promote collaboration with international and national organizations, which are involved in civilian crisis management (Centre of expertise in civilian crisis management, 3).

4.4.2 Research activities

As was already mentioned, one of tasks of CMC Finland is to conduct research on civilian crisis management and in achieving this task CMC Finland has, for example, collaborated with Finnish universities (Centre of expertise in civilian crisis management, 3). Furthermore, in the year 2007 CMC Finland has launched its publication activities, which are divided into CMC Finland Civilian Crisis Management Studies and CMC Finland Working Papers (CMC Finland, Annual Report 2007). In addition, once a year a yearbook is published, which is based on the CMC Finland Civilian Crisis Management Studies (cf. Henriksson 2008). These publications have focused on different aspects of Finnish civilian crisis management, for instance Šetkić (2008) studied the recruitment and training of monitors who served in the European Community Monitor Mission/ European Union Monitoring Mission (CMC Finland, Annual Report 2007). However, up to date none of these studies have focused specifically on the return of Finnish civilian personnel to Finland following a civilian crisis management mission.

In terms of research areas, the 2008- 2012 Research Programme of CMC Finland is focused on four themes: *“Research on civilian crisis management missions and methodology; Research on civilian crisis management training and recruitment; Research on coordination between civilian and military crisis management; Research on technological and material expertise in civilian crisis management.”* (Henriksson & Kerkkänen 2008, 16). Lastly, as part of national and international collaboration, CMC Finland organizes research days. For instance, during “CMC Finland First Research Days 19.-20.11.2008”, working group 3 discussed the topic *“Identities in transformation – Competence and career of the humanitarian aid and peacebuilding personnel”* and noted that an interesting phenomenon is arising among civilian personnel: the so-called civilian crisis management nomads or “mission junkies” who move from one mission to another, a phenomenon which is already apparent among peacekeepers (19.-20.11.2008 personal notes) Hence, it is important to recognize this phenomenon since it may be related to the repatriation process of Finnish civilian experts.

5 CROSS-CULTURAL TRANSITIONS

5.1 Expatriation

The term cross-cultural transition refers to the stages individuals go through as they move and adapt to, as well as live in, a foreign country, and finally return to their home country (Adler 1981; Sussman 2000). Meanwhile, the actual move to a foreign country is referred to as expatriation, and the individual who moves to a foreign country is referred to as an expatriate. In addition, the term sojourn refers to a temporary stay, while the term sojourner refers to the person who temporarily stays somewhere (Dictionary.com 2009, sojourner).

One of the most common forms of expatriate assignments are international assignments, which have become “an integral part of individuals’ careers” (Stahl, Chua, Caligiuri, Cerdin & Taniguchi 2009, 90) and an important tool for companies to develop global leaders and managers (Leiba-O’Sullivan 2002; Riusala & Suutari 2000; Stahl et al. 2009). In addition, international assignments provide a means for companies “for attracting and retaining high-potential employees” (Stahl et al. 2009, 90). However, the international assignment is not always as fruitful as the individual or the company hoped. For instance, in a recent article Stahl, Chua, Caligiuri, Cerdin and Taniguchi (2009) listed some of the problems, which can occur during or after the international assignment: “expatriate adjustment problems, underperformance, career derailment, and high costs to the company due to failed expatriation and repatriation” (Stahl et al. 2009, 90). Therefore, the aim of this chapter is to provide a crash course on cross-cultural transitions, as these transitions portray the “bigger picture”, so to speak, to which the repatriation process belongs to. Nevertheless, a word of caution is advised, as repatriation is significantly different from the other stages of cross-cultural transitions and, therefore, must not be confused with other types of adjustment, such as adjustment to a foreign country (cf. Black et al. 1992; Herman & Tetrick 2009).

5.2 Culture

In order to understand why returning to one’s home country after living in a different country may turn out to be so difficult, it is necessary to understand what culture is and how it influences human interactions. The simplest definition of culture is that it is “a common model or map of the world” (Zapf 1991, 105), shared by a group of people, which is learned,

rather than inherited, especially during childhood through experiences and from other people (Hiebert 1983; Hofstede 1991, 4- 6; Zapf 1991). Furthermore, culture can be divided into different layers: observable and unobservable layers. Observable cultural factors represent “behavior, words, customs, and traditions” (Kohls in Pollock and Van Reken 1999, 40), while unobservable cultural factors represent “beliefs, values, assumptions, and thought processes” (Kohls in Pollock and Van Reken 1999, 40). Therefore, culture influences the way in which an individual sees him or herself, how an individual behaves or acts in specific situations, as well as how an individual interprets new experiences, the world, and the behavior and actions of other human beings (Sussman 2000; Zapf 1991). Consequently, one’s cultural identity refers to identification with a specific culture (The Social Report 2003, Cultural Identity). However, as Zapf (1991) points out, individuals are often unaware of their own world view [or cultural identity], until they interact with individuals who possess a different world view.

5.3 Culture contact and cross-cultural adaptation

Ward, Bochner and Furnham (2001) refer to the interaction among culturally diverse people as culture contact (Ward, Bochner & Furnham 2001, 270). According to these authors, culture contact can be categorized into within-society contact, that is “among the residents of a culturally diverse nation or society” (Ward et al. 2001, 5), and between-society contact, that is “when a person from one society travels to another country with a particular objective in mind” (Ward et al. 2001, 5). However, in this context it is important to make a distinction between the terms cross-cultural and multi-cultural, which are sometimes used synonymously: the term cross-cultural means “combining, pertaining to, or contrasting two or more cultures or cultural groups” (Dictionary.com 2009, cross-cultural), while the term multi-cultural means “of, pertaining to, or representing several different cultures or cultural elements” (Dictionary.com 2009, multi-cultural). Therefore, in this study the term cross-cultural is used to refer to between-society culture contact, while the term multi-cultural would refer to within-society culture contact.

The term cross-cultural adaptation, on the other hand, “refers to adjustment, which takes place when in contact with a new culture” (Siljanen 2007, 34). In earlier literature on cross-cultural adaptation and culture contact, the term culture shock was widely used “to describe the unpleasant or negative experiences in intercultural encounters” (Siljanen 2007, 41), and the U-curve model was often used to describe culture shock and cross-cultural adaptation (cf.

Adler 1981; Gullahorn & Gullahorn 1963; Siljanen 2007, 41). However, as Siljanen (2007) remarks, both the term culture shock and the U-curve model have received heavy criticism, firstly because the term culture shock “holds a negative undertone” (Siljanen 2007, 43) and secondly because individuals experience cross-cultural adaptation in different ways, that is, they do not follow the U-curve. Further, cross-cultural adaptation has also received criticism stating “that adaptation seen as adjusting a person to [a] new cultural environment oversimplifies the relationship between culturally different people” (Siljanen & Lämsä in press). However, as Siljanen and Lämsä (in press) state: “the developmental models of cross-cultural adaptation see it as a holistic and more dynamic process leading to functional fitness and individual transformation”.

A similar approach is portrayed by Zapf (1991) who describes culture shock “as a state of stress” or a “stress reaction” (Zapf 1991, 109), in which “Culture shock is only the frustrating or negative stage of a broader transition process” (Zapf 1991, 115). While Zapf (1991) refers to the U-curve, he does, however, provide a valuable list of emotions, both negative and positive, which individuals may experience during their cross-cultural adaptation: anger, excitement, confusion, satisfaction, sense of loss, optimism, disenchanted, and fascination, to name a few (Zapf 1991). The reason why this list of emotions is so valuable is because it clearly illustrates the complexity of cross-cultural adaptation. It is true that cross-cultural adaptation can be extremely difficult for some individuals, even so that individuals decide to prematurely return back to their home country (cf. Hofstede 1991, 210). On the other hand, as Zapf (1991) writes, the whole transition process “has the potential for tremendous personal growth through psychological adjustment and the discovery of new world views” (Zapf 1991, 115). Thus, this study will hold the view of Adler (in Siljanen 2007, 42-43) and Siljanen (2007) in which culture shock and cross-cultural adaptation are seen “as a process of learning and growth towards a more intercultural identity” (Siljanen 2007, 43).

5.4 Stages of a cross-cultural transition

The development expatriate model of Sanchez, Spector and Cooper (2000) provides an interesting perspective to understanding cross-cultural transitions during an international assignment. Similar to Zapf (1991), who portrayed culture shock as a stress reaction, Sanchez and his colleagues (2000) state that “A profound personal transformation, involving the formation of a multicultural identity, is necessary to buffer the stress provoked by an

international assignment” (Sanchez et al. 2000, 96). Thus, their model focuses on different stressors, and coping responses to each stressor, involved in each stage of an international assignment (Sanchez et al. 2000, 96). While it is beyond the scope of this study to discuss the different stages of an international assignment in detail, Table 1 serves as a foreword to the repatriation process, as Herman and Tetrick (2009) remark that “International assignment outcomes depend greatly on repatriate adjustment to cross-cultural stress, which affects organizations and individuals alike” (Herman & Tetrick 2009, 71). Note that the tables presented in this thesis will follow the same format as the tables in the journal *Human Resource Management* (cf. Herman & Tetrick 2009; Stahl et al. 2009).

TABLE 1. Developmental expatriate model (Sanchez et al. 2000; 97)

Stage	Primary stressors
Expatriate selection	Cross-cultural unreadiness
Assignment	Unrealistic evaluation of stressors to come
acceptance	Hurried time frame
Pre- and post-arrival training	Ignorance of cultural differences
Arrival	Cultural shock Stressor reevaluation Feelings of lack of fit and differential treatment
Novice	Cultural blunders or inadequacy of coping responses Ambiguity owing to inability to decipher meaning of situations
Transitional	Rejection of host or parent culture
Mastery	Frustration with inability to perform boundary spanning role Bothered by living with a cultural paradox
Repatriation	Disappointment with unfulfilled expectations Sense of isolation Loss of autonomy

5.5 Cultural novelty and distance

Cultural differences between countries and their influence on cross-cultural adaptation are often discussed in literature. Furthermore, the terms cultural novelty, which refers to the newness of the host country, and cultural distance, which refers to the actual differences between countries, are often cited in these discussions. Therefore, in order to understand these

cultural differences better, let us briefly examine the findings of Hofstede (1991) who described the differences between IBM employees' national cultures using four dimensions: uncertainty avoidance, power distance, individualism versus collectivism, and masculinity versus femininity (Hofstede 1991, 14).

According to Hofstede (1991), uncertainty avoidance refers to the way in which members of a specific country handle uncertainty (Hofstede 1991, 110). The uncertainty avoidance index (UAI) indicates "*the extent to which the members of a culture feel threatened by uncertain or unknown situations*" (Hofstede 1991, 113): Finland scored 59, while Malaysia scored 36, indicating that both countries belong to weak uncertainty avoidance countries, in which low levels of anxiety are experienced and in which it is uncommon to openly express one's emotions (Hofstede 1991, 113-114). Meanwhile, power distance refers to the way in which inequality is handled in a country, while the power distance index (PDI) indicates the dependency of individuals in a society (Hofstede 1991, 24 & 27): Finland scored 33, while Malaysia, for instance, scored 104 (Hofstede 1991, 26). This indicates that in Finland subordinates are less dependent on their bosses, enjoy more freedom in approaching and contradicting their bosses and thus prefer consulting their bosses, while in Malaysia the opposite holds true, i.e. it is more difficult to approach bosses and there is a greater dependency between bosses and subordinates (Hofstede 1991, 27-28).

Individualism versus collectivism, on the other hand, refers to the powers within a society (Hofstede 1991, 50). In individualistic societies "the interests of the individual prevail over the interests of the group" (Hofstede 1991, 51), therefore the ties between people are referred to as loose, that is "everyone is expected to look after himself or herself and his or her immediate family" (Hofstede 1991, 51). On the other hand, in collectivist societies the interests of the group prevail over that of the individual, thus the ties between individuals are tight (Hofstede 1991, 51). The individualism index (IDV) indicates the level of individualism prevailing in a country: Finland scored 63, while Malaysia scored 26, indicating that Finland is a more individualistic country than Malaysia (Hofstede 1991, 53).

Lastly, let us consider gender roles within a society: in masculine societies there is a clear distinction between gender roles, such that "women are supposed to be modest, tender, and concerned with the quality of life" (Hofstede 1991, 82), while "men are supposed to be assertive, tough, and focused on material success" (Hofstede 1991, 82), whereas in feminine

societies there exists an overlap in gender roles, such that “both men and women are supposed to be modest, tender, and concerned with the quality of life” (Hofstede 1991, 82-83). Furthermore, a masculinity index (MAS) was established, which indicates the degree of masculinity in a society: Finland scored 26, while Malaysia scored 50, indicating that Finland is a more feminine country than Malaysia (Hofstede 1991, 84).

6 THE REPATRIATION PROCESS

6.1 Returning home

The return to one's home country, after living in a foreign country for some time, can be described as cross-cultural readjustment, "the transition from a foreign culture back into one's home culture" (Adler 1981, 342), or cross-cultural re-entry/ repatriation, "the transition from the foreign country back into the home country and organization" (Andreason & Kinneer 2005). In this study the return of Finnish civilian experts to their home country, Finland, will be described using the term repatriation, as Sussman (2000) states that "it is arguably more descriptive of the construct and carries with it fewer negative associations" (Sussman 2000, 356). Lastly, the term repatriate refers to the person who returns back to his/her home country after spending some time in a foreign country.

The reasons why the repatriation process has been awarded little academic attention derive partly from the fact that the repatriation process was thought to be easy, i.e. individuals were returning to a familiar setting, so why would they have any problems (cf. Adler 1981), and partly because repatriation adjustment was seen to be similar to other types of adjustment, i.e. adjustment to a foreign country or adjustment within a country during domestic relocations (cf. Black et al. 1992; Hyder & Lövblad 2007; Sussman 2000). In reality, research on the repatriation process has found that repatriation adjustment can be even more difficult than adjustment to a foreign country (Adler 1981; Black et al. 1992; Hyder & Lövblad 2007), and repatriates often experience what is called repatriation distress (cf. Sussman 2000; 2001; 2002). In addition, research has found the outcomes of repatriation to be mainly negative, although some positive outcomes have been reported (cf. Sussman 2002). For instance, according to Leiba-O'Sullivan (2002) a successful repatriate outcome is achieved if the repatriate:

1. *gains access to a suitable job (i.e. one which recognizes the newly acquired international competencies and which enables the repatriate to sustain a career path that is at least comparable to cohorts not taking an overseas assignment);*
2. *experiences minimal cross-cultural re-adjustment difficulties (i.e. stress levels are not dysfunctionally high; job attitudes are positive); and*
3. *reports low turnover intentions.* (Leiba-O'Sullivan 2002, 599).

Nevertheless, many repatriated individuals “are dissatisfied with the repatriation process” (Black et al. 1992, 738) (cf. Andreason & Kinneer 2005; Stahl et al. 2009), and leave the company that originally sent them abroad during the first few years after repatriation (cf. Black et al. 1992; Hyder & Lövblad 2007). In academic research this phenomenon is described as the turnover rate of repatriates (cf. Stahl et al. 2009). For instance, Suutari and Välimaa (2002) remark that “it has been reported that 10-25 per cent of the expatriates leave their company within one year of repatriation” (Suutari & Välimaa 2002, 618).

Lastly, companies have spent large amounts of money firstly on sending their employees to a foreign assignment and then bringing them back to the home organization (cf. Andreason & Kinneer 2005; Klaff 2002). If these repatriated employees then decide to leave the company on their return, companies will not only lose money, but also the talents and abilities, such as international expertise, these repatriated employees developed during their foreign assignment (cf. Andreason & Kinneer 2005; Klaff 2002; Leiba-O’Sullivan 2002; Martin & Anthony 2006). For these reasons, there is a need to study the repatriation process of various professional groups in more detail in order to ease the repatriation process of individuals as well as aid companies to retain their repatriated employees. Thus, this chapter will focus on the theoretical frameworks and models of the repatriation process and present some empirical findings of studies conducted among Finnish expatriates and repatriates and among other samples.

6.2 Distinctiveness of repatriation

As one of the reasons why repatriation has received little academic attention was the fact that repatriation was seen as “simply the closure of the transition cycle” (Sussman 2000, 360), this issue needs to be clarified in light of recent academic research. For instance, Black and his colleagues (1992) justified the need for developing a theoretical framework of repatriation adjustment by arguing that repatriation adjustment is distinct from other types of adjustment, such as adjustment within a country (domestic relocations) and adjustment to a foreign country.

If one compares repatriation adjustment to domestic relocation adjustment, there are differences in kind, i.e. repatriates have spent time away from the home country while those in domestic relocations have not, and differences in the degree of novelty, i.e. there is greater

variance between countries than within countries, for instance in terms of cultural, organizational, environmental and job factors (Black et al. 1992). On the other hand, repatriation adjustment and adjustment to the foreign country are similar in the degree of novelty, as both involve between country movements, yet different in kind, since repatriates are returning to a country in which they have already lived in, while most expatriates move to a country in which they have not lived before (Black et al. 1992). Meanwhile, a recent study by Herman and Tetrick (2009) revealed that some repatriate coping behaviors were categorized differently than previous research on expatriate coping behaviors had revealed: Herman and Tetrick (2009) suggested that these differences could potentially be explained by “the difference between expatriate and repatriate contexts” (Herman & Tetrick 2009, 81). Therefore, it seems reasonable to conclude that repatriation adjustment is significantly different from other types of adjustment, and further research must be conducted in order to determine why this is so.

6.3 Theoretical frameworks and models of repatriation

6.3.1 Basis for research on repatriation adjustment

This section aims to consider the different theoretical approaches to repatriation. This will be achieved by presenting some theoretical frameworks and models of repatriation, as well as discussing empirical findings of studies conducted on the repatriation phenomenon. Since most of the academic research of repatriation is based on, and is an extension of, the original theoretical framework devised by Black and his colleagues (1992), this sub-chapter will briefly outline the framework created by these authors.

Black and his colleagues (1992) proposed that repatriation adjustment was multifaceted, involving adjustment to three dimensions (Suutari & Välimaa 2002), which were originally proposed by Black and Gregersen (Black et al. 1992): “adjustment to work, adjustment to interacting with home nationals, and adjustment to the general environment and culture” (Black et al. 1992, 742). Black and his colleagues (1992) approached repatriation adjustment from the perspective of uncertainty reduction [aka. control theory (Sussman 2000)]: most individuals want to reduce the uncertainty provoked by the move to a new, unknown, environment (Black et al. 1992). Thus, the way individuals reduce uncertainty is by reestablishing either predictive or behavioral control (Black et al. 1992). Predictive control

refers to how an individual can understand the environment and predict “how one is expected to behave...and predict rewards and punishments associated with specific behaviors” (Black et al. 1992, 742). Behavioral control, on the other hand, refers to “the ability to control one’s own behaviors that have an important impact on the current environment” (Black et al. 1992, 742).

That being said, Black and his colleagues (1992) hypothesized that repatriation adjustment would be inhibited by those factors which increase uncertainty/ loss of control, while adjustment would be facilitated by those factors which reduce uncertainty/ loss of control. Therefore, Black and his colleagues (1992) proposed that individuals can take action to reduce uncertainty and gain control both before and during repatriation adjustment, that is, anticipatory and in-country adjustment, respectively. However, anticipatory adjustment is seen to involve only predictive control, while in-country adjustment is seen to involve both predictive and behavioral control (Black et al. 1992). Furthermore, these authors proposed that repatriation adjustment involves four antecedent variables: individual, job, organizational and non-work variables (Black et al. 1992). Here it is important to note that this thesis will also follow the antecedent variables proposed by Black and his colleagues (1992).

On the other hand, it is important to note that this framework has received some criticism: Sussman (2000) remarks that “anticipatory adjustments assume that expatriates are aware of and prepared for the repatriation process, and assumption not supported by the literature” (Sussman 2000, 362), and also states that this framework has excluded socio-cultural and psychological factors (Sussman 2000 & 2001). Nevertheless, this criticism further justifies the need for developing a more holistic approach to the repatriation process.

6.3.2 Individual variables

Personality and other individual factors

Black and his colleagues (1992) suggested the following individual variables to be linked to establishing accurate anticipatory expectations: time away from the home country (both during the last sojourn and any other previous sojourns) and the number of visits back to the home country, while the following variables were related to in-country adjustment: “need for control and belief of control or self-efficacy” (Black et al. 1992, 748). Further research has

reported that repatriation distress is increased if individuals are single, female, younger in age, have a higher educational level, have stayed abroad for a longer period of time, have visited the home country less frequently, have experienced fewer previous cross cultural transitions, have experienced a “more recent return” (Cox 2004), and “initial overseas adjustment, country of origin, and repatriation environment” (Sussman 2001).

The reason why younger age is thought to increase distress is because older persons have more knowledge and experience about their home country, therefore reducing uncertainty and facilitating repatriation adjustment (Gregersen & Stroh 1997). However, the influence of age on repatriate adjustment is still to be confirmed, as research has found conflicting evidence (cf. Suutari & Välimaa 2002). The reason why time since an individual returned to their home country is thought to facilitate repatriation adjustment, on the other hand, is because individuals who have spent a longer time in their home country following repatriation have had a longer time to find information about their home country, thus reducing uncertainty and facilitating repatriation adjustment (Gregersen & Stroh 1997).

In addition, because it is only approximately 25 per cent of repatriates who leave their job on their return, Leiba-O’Sullivan (2002) has proposed that some repatriates may cope with repatriate conditions better than others. Explanations for this derive possibly from an individual’s personality, especially an individual’s ability to initiate proactive, or protean, behavior (Leiba-O’Sullivan 2002). For instance, the following characteristics have been suggested for effective coping during cross-cultural transitions: “locus of control, self-esteem, self-efficacy, extraversion, responsiveness, self-awareness, and hardiness” (Leiba-O’Sullivan 2002, 607). Furthermore, Leiba-O’Sullivan (2002) has proposed that the Big Five personality characteristics, such as “extraversion, conscientiousness, openness to experience, emotional stability, and agreeableness” (Leiba-O’Sullivan 2002, 608), may be indicative of a proactive, or protean, personality. However, Leiba-O’Sullivan (2002) does remark that the degree to which an individual undertakes proactive behavior may be influenced by the situation, such that proactive behavior occurs during weak situational influence (one that enhances repatriation outcomes by permitting individual initiative). Nevertheless, the triggers of such behavior are unknown, with one suggestion being that uncertainty triggers proactive behavior (Leiba-O’Sullivan 2002). In the case of repatriation, uncertainty could be caused by a long international assignment, large differences (high cultural distance) between the home and host country, and an international assignment with high degrees of managerial responsibility which

involves high interaction with locals (Leiba-O'Sullivan 2002). The proposed model by Leiba-O'Sullivan (2002) is summarized in Figure 1.

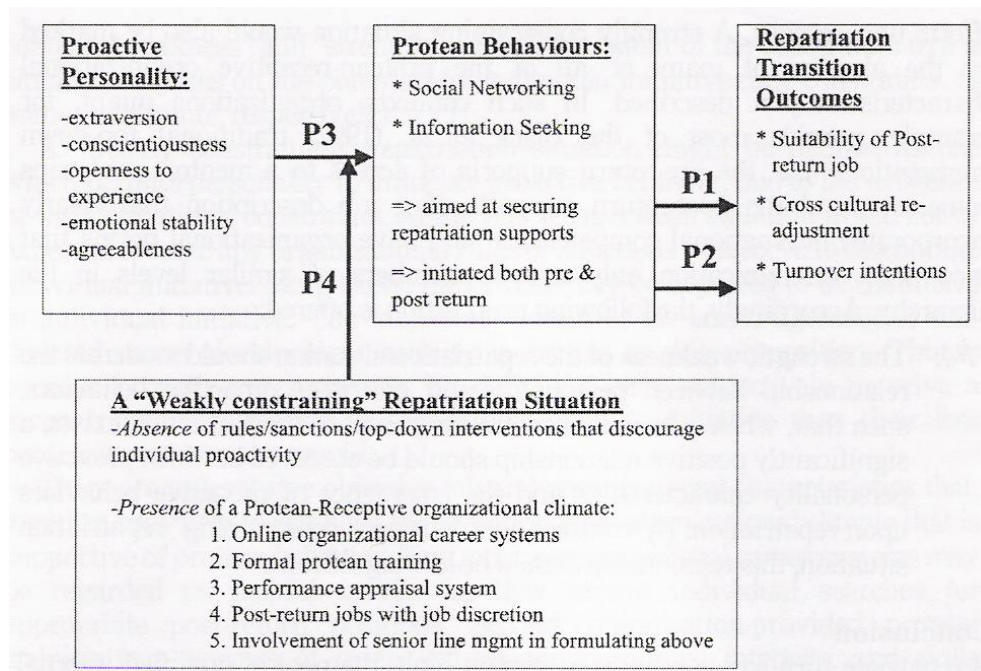


FIGURE 1. A protean approach to repatriation (Leiba-O'Sullivan 2002, 612)

Changes in cultural identity

Sussman (2000) has proposed a new model, the cultural identity model (CIM) (Sussman 2002), to explain what makes the repatriation of members of loose cultures, such as Americans, as difficult, or even more difficult, than adjustment to the foreign country (Sussman 2000). Here it is important to note that in the IDV scores calculated by Hofstede (1991), Finland scored 63 while the USA scored 91, which indicates medium individualism in Finland (Hofstede 1991, 53 & 56). Therefore, the CIM is applicable to Finns since Finland can be considered a loose culture based on its IDV score.

The central idea in the CIM is that only at repatriation do individuals become aware of the changes that have occurred in their cultural identity, which have occurred as a consequence of the cross-cultural transition (Sussman 2000). Figure 2 illustrates the shifts in cultural identity which occur during a cross-cultural transition.

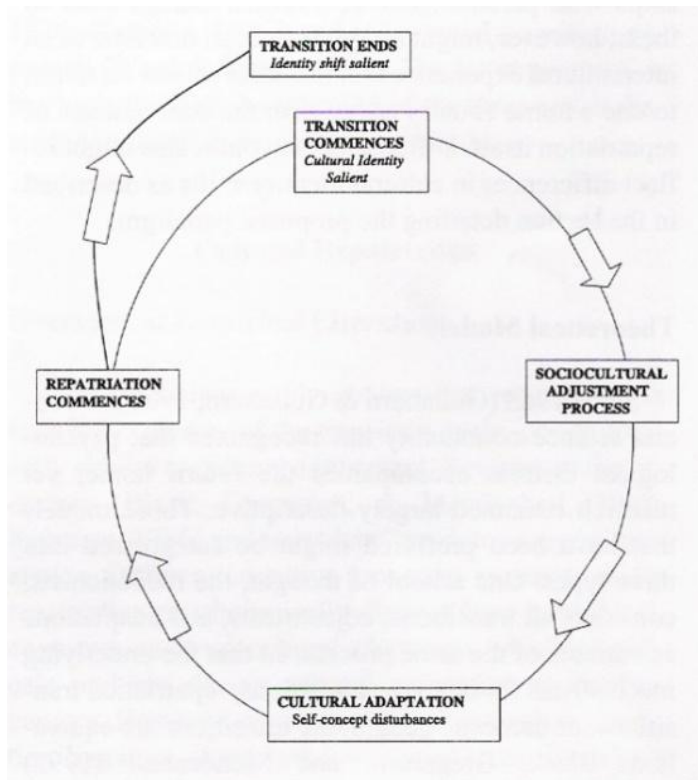


FIGURE 2. Cultural identity shifts during a cross-cultural transition (Sussman 2000, 362)

The starting point in the CIM is the fact that most individuals are unaware of their cultural identity until they are faced with a new culture, i.e. at the commencement of the transition (Sussman 2000). In addition, when confronted with a new culture, “a new social identity status emerges - that of outgroup member, an expatriate in a new cultural environment” (Sussman 2000, 363). During the next stage, the sociocultural adjustment process, individuals become aware of the differences between their cultural identity and the new environment, aka. host country, realizing that the behavior that was accepted in their home country may actually be inappropriate in the host country (Sussman 2000). Furthermore, at this stage individuals have different choices for cultural accommodation: maintain or change their cultural identity and behavior (Sussman 2000). If an individual is successful in accommodating oneself to the host country, the third stage, cultural adaptation, is reached and an individual “will experience less stress, less ambiguity, and more psychological comfort” (Sussman 2000, 364). Lastly, repatriation represents the fourth stage of the transition, during which individuals realize the changes that have occurred in their cultural identity during the transition (Sussman 2000): they “no longer find a fit between their newly formed cultural identity and that of their home culture environment” (Sussman 2000, 365), hence making repatriation even more difficult

than adjustment to a foreign country. Furthermore, individuals experience a new social identity status, “that of repatriate” (Sussman 2000, 365).

The cultural identity shifts which occur during a cross-cultural transition are: “*subtractive, additive, affirmative or intercultural*” (Sussman 2000, 365), and “each shift predicts affective, behavioral, and cognitive personal functioning during the repatriation phase” (Sussman 2000, 369). In both subtractive and additive shifts, individuals acknowledge the differences between themselves and the host country and they experience high sociocultural adaptation, resulting in a more difficult repatriation in comparison to the other two types of identity shifts (Sussman 2000). In a subtractive identity shift, individuals will feel “less comfortable with their home culture’s values and norms and less similar to their compatriots” (Sussman 2000, 366), i.e. feeling less Finnish on their return. As for the behavior of these individuals, they may find home country nationals culturally different to themselves, and may seek “new ingroup members”, i.e. repatriates (Sussman 2000, 366). In the additive identity shift, the individual’s “cultural identity more closely resembles the host cultures values, norms, and behaviors”, i.e. they feel more connected to the host country (Sussman 2000, 366). In terms of behavior, these individuals may express a desire to return to their host country again, or in their home country will establish contact with members of the host country or favor host country customs (hobbies, food preferences) (Sussman 2000). In both cases, individuals feel as though they do not fit in their home country, they interact less with home nationals and feel isolated from their own culture (Sussman 2000). One important point, which Sussman (2000) raises, is that repatriation is not easier if individuals have adapted well into the foreign country or have experienced multiple cross-cultural transitions, rather, as the subtractive and additive identity shifts demonstrate, repatriation will be even more difficult.

On the other hand, an affirmative identity shift occurs when “the home-culture identity is maintained and strengthened throughout the transition cycle” (Sussman 2000, 366), i.e. feeling more Finnish than before. However, in comparison to the aforementioned shifts, individuals in this category ignore the differences between themselves and the host culture, and often “repatriation comes as a welcome relief”, therefore individuals will exhibit less repatriation distress (Sussman 2000, 367). Behaviorally, these individuals will “avoid or not seek intercultural situations” (Sussman 2000, 369). Lastly, a global or intercultural identity shift occurs when “repatriates define themselves as world citizens and are able to interact appropriately and effectively in many countries and regions” (Sussman 2000, 368), thus

resulting in “little repatriation distress” (Sussman 2000, 368). However, as Sussman (2000) states, this shift occurs less frequently, and “multiple cultural transition experiences are not sufficient to result in” this type of shift (Sussman 2000, 368). Rather, individuals developing this kind of shift must be aware of their cultural identity before the transition commences, and must be aware of the changes in their cultural identity during the transition (Sussman 2000). Behaviorally, these individuals “will be drawn to situations and interpersonal experiences with significant intercultural or global content” (Sussman 2000, 369). Some initial support for this model has been found in studies on an American sample (cf. Sussman 2001 & 2002), yet further research is required in order to determine if the CIM is valid.

Coping behaviors

As has already been discussed, cross-cultural transitions provoke a stress reaction. In this sub-chapter we will briefly discuss the different coping mechanisms individuals use to manage this stress. These coping behaviors can be divided into emotion-focused strategies, the more negative strategies that “concentrate on minimizing the emotional outcomes of the problem” (Herman & Tetrick 2009, 73), and problem-focused strategies, the more active strategies that “seek to fix a stressful problem” (Herman & Tetrick 2009, 73). Knowing which coping behaviors facilitate repatriation adjustment, especially coping with stress, will aid individuals as they go through the repatriation process and will also aid in the development of repatriation support practices (Herman & Tetrick 2009). For instance, proactive repatriate behaviors can include social networking, such as increased communication with the home country during the expatriate assignment, and information seeking, i.e. seeking information about non-work, career and job variables (Leiba-O’Sullivan 2002).

In a recent study Herman and Tetrick (2009) investigated the coping behaviors of 282 boundaryless careerists during repatriation adjustment. This study found that emotion-focused strategies, such as withdrawal, resignation and refusing responsibility, were negatively related to all three dimensions of repatriation adjustment (adjustment to work, interaction with host nationals and general environment) while problem-focused strategies, such as relationship building, exploration, and planful problem solving, were positively related to two dimensions of repatriation adjustment (adjustment to work and interaction with host nationals) (Herman & Tetrick 2009).

Repatriation preparedness

The influence of repatriation preparedness on repatriation distress has been proposed (Sussman 2001). In her study Sussman (2001) found that “the less the preparedness, the more distressing the repatriation experience”. Therefore, psychological repatriation distress can be predicted by preparedness for repatriation (Sussman 2001).

Causality attributions of repatriates

The unexpectedness of the repatriation experience may cause unprepared repatriates to search for explanations “for their feelings of stress and arousal” (Sussman 2001). Because “the source of their stress is ambiguous and unclear”, repatriates often attribute the source to external, rather than personal control: repatriates often misattribute causality to factors outside their control, such as the home organization or re-entry job, which may lead to them leaving the home organization (Sussman 2001). Sussman (2001) confirmed her hypothesis in a study of repatriated American repatriates: repatriates who experienced a more difficult repatriation adjustment attributed more causality to external, rather than personal, control.

Expatriate’s experiences

The relationship between adjustment to the foreign country and repatriation adjustment is yet to be confirmed. For instance, Sussman (2000) rejects the culture-learning theory, in which a successful adjustment to the foreign country would translate into successful repatriation adjustment, and proposes that successful adjustment to the foreign country will lead to an even more difficult repatriation adjustment. On the other hand, in a later empirical study Sussman (2002) found that “there is no simple relationship between cultural adaptation and cultural repatriation; not a positive relationship...nor an inverse relationship”. In addition, in an earlier study Adler (1981) found no proof for the hypothesis that successful adjustment to the foreign country would lead to difficulties in repatriation adjustment: “Successful overseas adapters were assessed as more effective, as more satisfied, and as being in a better mood at the re-entry than were people who adapter poorly overseas” (Adler 1981, 352). Lastly, Suutari and Välimaa (2002) hypothesized that an individual’s satisfaction with the expatriate assignment will positively influence repatriation adjustment, although this hypothesis was not supported by their empirical research.

One factor, which needs to be considered especially in the case of civilian personnel working in post-conflict zones is the whole expatriate environment, or as described in Finland's National Strategy for Civilian Crisis Management: "a difficult, and sometimes even dangerous, physical environment" (Ministry of the Interior 2008, 11). Literature on expatriation and repatriation often discuss specific areas of the expatriate/ repatriate environment, such as the work place or home organization, but the influence of the whole environment has been discussed less. However, even our common sense tells us that the environment in which one resides in has an impact on ones life. Imagine the difference between an expatriate assignment in war torn Afghanistan, or Iraq, and an expatriate assignment in Sweden or France. Thus, the new conceptual framework presented later in this thesis will argue that the expatriate environment will influence repatriation adjustment.

In any case, repatriates often experience some difficulties during their repatriation process. As expatriates moved to a foreign country and realized that the behaviors and ways of thinking, which were accepted back in their home country, no longer applied in the foreign country, some repatriates find that the new behaviors and ways of thinking, which they learned during the foreign country, no longer apply back in their home country (Herman & Tetrick 2009). In addition, Herman and Tetrick (2009) suggest that repatriates experience a more difficult time if they are moving back from a country, which was high in cultural novelty or cultural distance in comparison to their home country: "These culturally novel assignments often involve higher degree of conflicting behavioral patterns, values, and self-concepts, and can negatively affect adjustment" (Herman & Tetrick 2009, 71).

Communication during the international assignment

In their model, Black and his colleagues (1992) proposed that visiting the home country during the international assignment, having a sponsor in the home country and communication between the subsidiary and home office would aid in the construction of accurate expectations regarding the home country, thus reducing uncertainty on return and facilitating adjustment to work. Recently, Cox (2004) investigated the influence of communication behavior on the repatriation adjustment of American missionaries, with special focus on depression and social difficulties. Results of this study indicate that there is higher communication satisfaction in situations when one communicates with closer types of relationships, i.e. family and friends, yet no correlation was found between better repatriation

adjustment and satisfying, more frequent communication with closer relationships (ibid). However, communication with closer relationships “seemed to correlate most with increasing home culture identification and decreasing host culture identification”, and communication with family correlated with less depression (Cox 2004).

This study also revealed that higher communication satisfaction was unrelated to the type of interpersonal communication, rather, the level of satisfaction was as follows (descending level): “visits by relatives/friends, emails, telephone, letters, faxes, visits by organizational leaders, visits by US tourists, and ham radio” (Cox 2004). Further, higher communication satisfaction was unrelated to the type of mass communication, rather, the level of satisfaction was (descending level): “Internet, short-wave radio, music, movies television, newspapers, magazines” (Cox 2004). However, neither satisfaction with interpersonal or mass communication revealed an association with better repatriation adjustment, although some types of communication (letters, US television and movies, access to music) were correlated with home culture identification (Cox 2004). In conclusion, one of the main findings of this study was that individuals find many types of communication, rather than just personal visits, satisfying (Cox 2004).

Motives and expectations

Black and his colleagues (1992) proposed that an individual’s expectations regarding adjustment to work, interaction with host nationals, and general environment and culture would be related to an individual’s adjustment to these three dimensions. Consequently, researchers now argue that one of the major reasons why individuals find repatriation adjustment even more difficult than adjustment to the foreign country is because individuals do not expect their return to be difficult (cf. Hyder & Lövblad 2007). In reality, both the repatriate and home nationals, especially family and friends, are unprepared for the difficulties repatriates face on their return (Sussman 2001).

Hyder and Lövblad (2007) have devised a new model of the repatriation process, which specifically focuses on the expectations of repatriates. In their model, the base for an individual’s expectations is his/her motives for the expatriate assignment (Hyder & Lövblad 2007). Furthermore, the type and nature of motives will influence the expectations of an individual, i.e. a person whose primary motivation for an international assignment was

gaining new experiences will have different job expectations than a person whose primary motivation was career advancement (ibid). On the other hand, Suutari and Välimaa (2002) have proposed that an individual's interest for the international assignment, that is if they have the freedom to choose whether to accept or reject the international assignment, influences the success of the expatriate assignment. In any case, Hyder and Lövblad (2007) propose that "If work-related motives are congruent, positive work expectations will develop and other expectations are also likely to be positive".

Secondly, earlier expatriate experiences (during and before the expatriate assignment) will influence all three dimensions (work, interaction and general) of repatriation adjustment expectations (Hyder & Lövblad 2007). Consequently, it has been said that one of the major difficulties companies face is the unrealistic expectations of repatriates, for instance overly optimistic expectations (Hyder & Lövblad 2007; Suutari & Brewster 2003). Thirdly, Hyder and Lövblad (2007) focus on information as a means of constructing and managing expectations of the repatriation process, and thus argue that contact with friends and family will be positively related to general and interaction expectations, while contact with the home organization will be positively related to work expectations. Fourthly, Hyder and Lövblad (2007) suggest that changes in cultural identity (as proposed by Sussman 2000) and demographic variables will directly influence the repatriation experience, such that younger age, female gender and single marital status, as well as subtractive and additive cultural identity changes, will negatively influence the repatriation experience, while global and affirmative cultural identity changes will positively influence the repatriation experience.

In summary, individuals will form their expectations regarding the repatriation process based on information, motives, and earlier experiences (Hyder & Lövblad 2007). Therefore, "fulfillment of work expectations will be influenced by the perceived relevance of the task in the organizational context, role discretion, promotion opportunities and skill utilization", while "fulfillment of interaction expectations will be influenced by the perceived interaction quality with colleagues and management of the home organization", and "fulfillment of general expectations will be influenced by the perceived support for the expatriate and his/her family for readjustment to the home country" (Hyder & Lövblad 2007). The model created by Hyder and Lövblad (2007) is depicted in Figure 3.

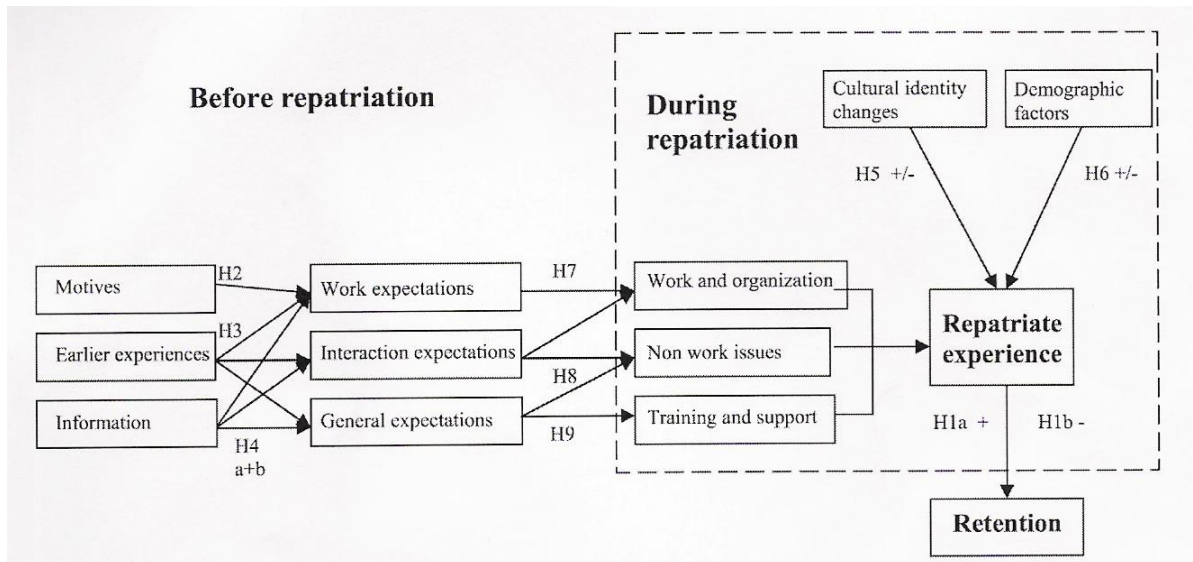


FIGURE 3. A realistic model of the repatriation process (Hyder & Lövblad 2007)

One major issue, which Hyder and Lövblad (2007) focus on, is the retention of repatriates. According to these authors, it is both the perception and the actual experience of the repatriation process, which will influence a repatriate's choice to stay in a company: "it is not the real loss but the perception of loss including loss of promotional opportunities, professional development and management positions [which] are more important to the repatriate" (Hyder & Lövblad 2007). Furthermore, these authors remark that even if an individual has successfully adapted to the home environment they may still leave the company if they are dissatisfied with the way in which their company handled their return (Hyder & Lövblad 2007). Nevertheless, what remain unclear are the relative impacts of work, interaction and general expectations, as well as the effect of cultural identity changes and demographic variables, on the repatriation experience (Hyder & Lövblad 2007).

Memories

One last individual variable, which is related to the repatriation process, is the memories individuals have of their home and host countries. For instance, individuals may have unrealistic memories of their home work environment, as Baruch, Steele and Quantrill (2002) stated that "the mind embellishes the old working environment, such that expatriates might remember it better than it actually was" (Baruch, Steele & Quantrill 2002, 668). Adler, on the other hand, notes that individuals may have unrealistic memories of their home countries: individuals "...often idealize their home country, remembering only the good aspects of home

– in essence creating something to hold onto and dream about” (Adler in Andreason & Kinneer 2005). Interestingly, individuals may also remember their experience in the host country as more favorable, or glamorous, than it really was (Andreason & Kinneer 2005), which could be explained by additive cultural identity changes. In all these situations, individuals are very likely to experience some form of a stress reaction, as they realize that they themselves and their home country have changed. Or as Dowling and Welch (in Andreason & Kinneer 2005) so poignantly illustrate: “It is as if they had pressed the ‘pause’ button as they flew out of the country and expected life at home to remain in ‘freeze frame’”.

Summary

In conclusion, this sub-chapter has presented individual variables which may be related to the repatriation process: personality and other variables, changes in cultural identity, coping behaviors, repatriation preparedness, causality attributions of repatriates, expatriate experiences, communication behavior, motives and expectations, and memories. Table 2 presents a summary of those individual variables which have been proposed to be related to the repatriation process, while Table 3 presents a summary of those individual variables which have been empirically found to be related to the repatriation process. However, it is important to note that these findings cannot be taken as final proof of a correlation or relationship between a variable and any dimension of repatriation adjustment (adjustment to work, interaction with home nationals, and general environment); rather these findings should be further tested empirically.

TABLE 2. Proposals of individual variables related to the repatriation process

VARIABLES	INFLUENCE ON THE REPATRIATION PROCESS
Earlier expatriate experiences	Will influence general, interaction and work expectations (Hyder & Lövblad 2007)
Motivation for an expatriate assignment	Accurate work motives → positive work expectations → may lead to other expectations being positive (Hyder & Lövblad 2007)
Time away from the home country (latest/ any previous sojourns) and the number of visits home	Related to anticipatory adjustment (Black et al. 1992)
Belief and need for self-efficacy and control	Related to in-country adjustment (Black et al. 1992)
Proactive personality	Will lead to positive repatriation outcomes (Leiba-O'Sullivan 2002)
Having a sponsor in the home country and communication between the subsidiary and the home office	Will aid in the construction of accurate expectations regarding the home country and thus facilitate adjustment to work (Black et al. 1992)
Idealistic memories of the home/ host countries	Will lead to inaccurate expectations, which will lead to personal readjustment problems (Adler/ Dowling & Welch in Andreason & Kinneer 2005)
Contact with family and friends	Will positively influence general and interaction expectations (Hyder & Lövblad 2007)
Differences between the home and host countries (i.e. cultural novelty/distance)	May for instance influence ones cultural identity (Sussman 2000)
“Adjustment to the overseas assignment multiplied by the cultural distance between the host and home country” (Black et al. 1992, 750)	“will be negatively related to repatriation adjustment” (Black et al. 1992, 750)

TABLE 3. Empirical findings of individual variables related to the repatriation process

VARIABLES	INFLUENCE ON THE REPATRIATION PROCESS
Interest in an expatriate assignment	Positive correlation with organizational adjustment (Suutari & Välimaa 2002)
Satisfaction with the expatriate assignment	No correlation with repatriation adjustment (Suutari & Välimaa 2002)
Length of the expatriate assignment	Negatively correlated with all dimensions of repatriation adjustment (Gregersen & Stroh 1997)
Time since returning home	Positively correlated with adjustment to the general environment and work (Gregersen & Stroh 1997)
Age	Negatively correlated with adjustment to the general environment (Suutari & Välimaa 2002) No support (Gregersen & Stroh 1997) Younger age associated with higher levels of social difficulty and depression scores (Cox 2004)
Shifts in cultural identity	Subtractive/ additive shifts → increased repatriation distress, affirmative shift → positively influenced repatriation adjustment. No significant correlation found for a global shift (Sussman 2002)
Preparedness for repatriation	Less preparedness associated with more repatriation distress (Sussman 2001, 2002)
Causality attributions	A more difficult repatriation adjustment leads to causality being attributed more to external rather than personal control (Sussman 2001)
Coping behaviors	Problem-focused strategies positively influence adjustment to interaction with home nationals and work, while emotion-focused strategies negatively influence all three dimensions of repatriation adjustment (Herman & Tetrick 2009)
Gender	Not significantly related to repatriation distress (Sussman 2001) No statistically significant differences between gender and host identification and social difficulty and depression levels (Cox 2004)
Communication	No correlation with more frequent communication with closer relationships and repatriation adjustment. No correlation with higher communication satisfaction and type of interpersonal/ mass communication or with repatriation adjustment (Cox 2004)
Culture novelty	Negative correlation with adjustment to interaction with home nationals (Gregersen & Stroh 1997)
Marital status	“Single sojourners reported higher depression at repatriation than married sojourners” (Cox 2004)

6.3.3 Work and organizational variables

Categories of expatriate assignments

The relationships between employers and employees (Hyder & Lövblad 2007) are changing from relational contracts, “based on loyalty” (Stahl et al. 2009, 92), to transactional contracts, “based on economic exchange between parties” (Stahl et al. 2009, 92). Meanwhile, boundaryless careerists have emerged, that is “highly qualified mobile professionals who builds his or her career competencies and market value through continuous learning and transfer across boundaries” (Stahl et al. 2009, 92). However, research has demonstrated that many repatriates are dissatisfied with the repatriation process and often leave their company on their return. In addition, research has found that repatriation outcomes can be predicted by organizational variables, such as “availability of repatriation support practices” (Stahl et al. 2009, 94), environmental variables, such as “available employment opportunities in the home country” (Stahl et al. 2009, 94) and by individual variables, such as proactive behavior (Stahl et al. 2009, 104).

In a recent study, Stahl and his colleagues (2009) investigated the effect of organizational variables on the turnover intentions of 1 779 international assignees working for MNCs. International assignees were divided into two categories based on the type of international assignment they participated in: learning-driven assignments, which were “initiated for competency development and career enhancement” (Stahl et al. 2009, 92), and demand-driven assignments, “which include coordination and control, communication, knowledge transfer, and problem solving” (Stahl et al. 2009, 92). Developmental assignees, those who participated in learning-driven assignment, were describe as mobile high potential professionals, who were more certain of their career advancement opportunities than functional assignees, while functional assignees, those who participated in demand-driven assignments, experienced more uncertainty regarding their career opportunities and who were more likely to be placed “in a holding pattern upon return” (Stahl et al. 2009, 93 & 95).

Stahl and his colleagues (2009) discovered that developmental assignees, in comparison to functional assignees, were more optimistic about “their future career advancement opportunities” (Stahl et al. 2009, 102), both in the company and elsewhere, and were more likely to leave their company in order to seek better career opportunities elsewhere.

Furthermore, for both developmental and functional assignees, the predictors of turnover intentions were similar: “(1) lower satisfaction with company support, (2) higher repatriation concerns, and (3) lower career advancement opportunities within the company (relative to opportunities available outside the company).” (Stahl et al. 2009, 89).

Type of expatriate

In a recent study of the cross-cultural adaptation of expatriates working in non-profit organizations in the Israeli-Palestinian context, Siljanen (2007) proposes that cross-cultural adaptation is influenced by the type of expatriate, which she named global careerist, balanced expert, idealizer and drifter (Siljanen & Lämsä in press; Siljanen 2007). Global careerists are individuals who have a well planned, self-managed career path, whose expertise is “international transferable”: they are “intercultural travelers” (Siljanen & Lämsä in press). Furthermore, global careerists are often minimally dependent, and have less contact with, the host society: they relate more with the international community (Siljanen & Lämsä in press). In addition, global careerists have a realistic perspective of the world and themselves, thus facilitating their adaptation (Siljanen & Lämsä in press). However, global careerists “can quickly feel that they are at home everywhere and at the same time feel detachment, irritation or boredom when being actually “at home”” (Siljanen & Lämsä in press).

Balanced experts, on the other hand, are individuals whose motivators for an expatriate assignment vary from professional to ideological reasons (Siljanen & Lämsä in press). These individuals are “positive and balanced”, and have “a content and realistic attitude to their work, to the community and to the host society in general” (Siljanen & Lämsä in press). The difference between balanced experts and global careerists, however, is the importance of the host society: balanced experts often spend many years in the same country and they want to adapt to the host society, “not the international expatriate society or their own ethnic group” (Siljanen & Lämsä in press).

Idealizers, then, are individuals who have moved to the host country because of “a strong ideological commitment”, which made the adaptation of these expatriates easier and made these individuals satisfied and positive people, who were optimistic about their future: they “were satisfied in being what they are with their relationship to God and they related to international assignment as a spiritual experience of growth” (Siljanen & Lämsä in press). On

the other hand, they were “living a modest and humble life without great personal aspirations.” (Siljanen & Lämsä in press). Lastly, drifters represent individuals who are confused about themselves, their lives and their work (Siljanen & Lämsä in press). These individuals all had previous expatriate experiences, felt like foreigners in both their home and host countries, and “the underlying trait for cross-cultural adaptation of this category was personal disappointment and the search for own place and identity” (Siljanen & Lämsä in press).

Siljanen and Lämsä (in press) also provide an interesting perspective for understanding cross-cultural adaptation by suggesting that the dynamic process of cross-cultural adaptation is influenced by, and therefore differs depending on, the expatriate’s focus of adaptation: global careerists adaptation focused on their careers and “the international, sometimes global network of colleagues”, balanced experts focused on the host society, idealizers adaptation was driven by their strong ideological commitment and the “chance for spiritual growth”, while drifters experienced a problematic adaptation with “no clear focus of adaptation” (Siljanen & Lämsä in press). Therefore, Siljanen & Lämsä (in press) suggest that “successful cross-cultural adaptation requires a focus, which the expatriate can find meaningful for her/himself in a long run”. While this study focused on the cross-cultural adaptation of expatriates, the conceptual framework presented later in this thesis will argue that the type of expatriate will also influence the repatriation process.

Work and organizational expectations

As has already been mentioned, expectations play an important role in adjustment to work and the organization. For instance, Black and his colleagues (1992) have proposed that task interdependency between the home country assignment and expatriate assignment, communication with the home office, and a sponsor from the home office will positively influence “the formation of accurate work expectations” (Black et al. 1992, 746-747). Another variable which can be very detrimental to the formation of accurate work expectations (both for the repatriate and their home organization), and which can negatively influence repatriation adjustment (Suutari & Välimaa 2002), is the very common “out-of-sight, out-of-mind syndrome” of many companies and organizations (Andreason & Kinneer 2005). Often, expatriates are forgotten while they are away on their international assignment and when they return organizations sometimes have absolutely no idea what the repatriate has achieved

during the international assignment (cf. Andreason & Kinneer 2005, Solomon 1995). Lastly, during a lengthy assignment changes in the home country and organization often occur, which can make repatriation adjustment more difficult for repatriates (Baruch et al. 2002).

Job roles

It has been suggested that work repatriation adjustment is influenced by role clarity, “the extent to which an individual knows what is expected of him/her on the job” (Black et al. 1992, 750), role discretion, “the extent to which the individual can influence his/her position” (Hyder & Lövblad 2007), and role-conflict, “conflicting signs about what is expected of the individual in the new work role” (Black et al. 1992, 750): role clarity and role discretion would facilitate repatriation work adjustment, while role conflict would inhibit adjustment (Black et al. 1992). In addition, role novelty, “the difference between the past and the new roles” (Suutari & Välimaa 2002, 621) has been suggested to negatively relate to repatriation work adjustment, although no support was found for this hypothesis.

One new factor which has been suggested to relate to repatriation work adjustment is role negotiations and decisions, which would reduce repatriation uncertainty by allowing expatriates to clarify and reach decisions regarding their future work roles (Suutari & Välimaa 2002). However, Suutari and Välimaa (2002) actually found that there was a negative correlation between role negotiations and organizational adjustment. On the other hand, role decisions were found to be “significantly related to general and job adjustment” (Suutari & Välimaa 2002, 631). In addition, Suutari and Välimaa (2002) have proposed that skill utilization, “the extent to which the repatriate can utilize his/her acquired skills and knowledge in his/her new job after repatriation”, would positively influence repatriation work adjustment (Suutari & Välimaa 2002, 622).

Training and support

Black and his colleagues (1992) have proposed that pre-departure as well as post-training and orientation would facilitate repatriation adjustment, and depending on the focus of the training, would either affect all dimensions of adjustment (work, general environment and culture, and interaction) or only some dimensions, for instance adjustment to work.

Repatriates reception back to the home organization

Often repatriates have learned a great deal during their international assignment and are eager to share their knowledge and experiences (cf. Solomon 1995). Therefore, many repatriates expect that their home organization will appreciate and value their experience, as well as utilize their newly gained skills. The reality, however, can be very different as many repatriates find that the company that originally sent them abroad is uninterested in the talents and abilities these repatriates have developed during an international assignment, and worst of all, do not use these talents and abilities once these repatriates return to their home organization (cf. Andreason & Kinneer 2005; Solomon 1995; Stahl et al. 2009). Furthermore, co-workers may be envious, suspicious or even resentful, of the repatriate's expatriate experience (Hurn 1999). Therefore, all of these factors can have a negative effect on the repatriate's adjustment to work and adjustment to interaction with host nationals, as the new conceptual framework presented later in this thesis will argue.

Career management

One important reason why individuals accept international assignments is the promise of career advancement or promotion on return as well as the financial benefits of such an assignment (Sanchez et al. 2000). In fact, MacDonald and Arthur (2005) remark, that the career management process is arguably "one of the most important aspects of returning home" (MacDonald & Arthur 2005, 1). Therefore, it is unsurprising that individuals often enjoy more responsibility, authority, autonomy, and a significantly higher social status during their international assignment (Andreason & Kinneer 2005; Solomon 1995). On return, however, the reality can be very different to what the repatriates hoped: many repatriates either have no job to return to or are forced to accept temporary assignments (Black & Gregersen 1999; MacDonald & Arthur 2005; Solomon 1995). For instance, Black and Gregersen (1999) noted: "about one-third of the expats we surveyed were still filling temporary assignments three months after coming home. More than three-quarters felt that their permanent position upon returning home was a demotion from their posting abroad, and 61 per cent said that they lacked opportunities to put their foreign experience to work." (Black et al. 1992, 60).

On the other hand, it is possible that even if the repatriates are offered a new assignment on their return, the repatriates may perceive this assignment to “lack status, prestige and scope” (Hurn 1999). Additionally, repatriates may experience disillusionment as they realize that their fellow co-workers have advanced more in their careers during the time that they themselves were on an international assignment (Suutari & Riusala 2000). Therefore, Black and his colleagues (1992) have proposed that “Congruent and clear organizational and individual repatriation career objectives and repatriation policies will be positively related to in-country repatriation work adjustment” (Black et al. 1992, 751).

Summary

In conclusion, this sub-chapter has presented work variables which may be related to the repatriation process: categories of expatriate assignments, type of expatriate, work and organizational expectations, job roles, training and support, repatriates reception back to the home organization, and career management. Table 4 presents a summary of those work variables which have been proposed to be related to the repatriation process, while Table 5 presents a summary of those work variables which have been empirically found to be related to the repatriation process.

TABLE 4. Proposals of work variables related to the repatriation process

VARIABLES	INFLUENCE ON THE REPATRIATION PROCESS
Perceived interaction quality with the home organization	Will positively influence the fulfillment of interaction expectations (Hyder & Lövblad 2007)
Perceived support to ease readjustment to the home country	Will positively influence the fulfillment of general expectations (Hyder & Lövblad 2007)
Contact with the home organization	Will positively influence work expectations (Hyder & Lövblad 2007)
Role discretion, skill utilization, promotional opportunities and perceived task relevance	Will positively influence the fulfillment of work expectations (Hyder & Lövblad 2007)
Task interdependence between the host and home organization tasks	Will positively influence the development of work expectations (Black et al. 1992)
Pre-departure, post-training and orientation	Will facilitate repatriation adjustment, and depending on the focus of the training will affect all dimensions of repatriation adjustment or only some aspects (Black et al. 1992)
Clear repatriation policies/ career objectives	Will positively influence in-country work adjustment (Black et al. 1992)

TABLE 5. Empirical findings of work variables related to the repatriation process

VARIABLES	INFLUENCE ON THE REPATRIATION PROCESS
Categories of expatriate assignments	For both developmental and functional assignees, the predictors of turnover intentions are: “(1) lower satisfaction with company support, (2) higher repatriation concerns, and (3) lower career advancement opportunities within the company (relative to opportunities available outside the company).” (Stahl et al. 2009, 89)
Role discretion	Positive correlation with adjustment to the job (Suutari & Välimaa 2002) Positive correlation with adjustment to work (Gregersen & Stroh 1997)
Role conflict	Negatively correlated with adjustment to the organization, general environment and interaction with host nationals (Suutari & Välimaa 2002)
Role clarity	Positively correlated with adjustment to work (Gregersen & Stroh 1997)
Role novelty negatively related to adjustment to work	No support (Suutari & Välimaa 2002)
“The length of time before ending the international assignment that role negotiations were made will be positively related to repatriation work adjustment (Suutari & Välimaa 2002, 622)	Actually this was found to be negatively related to organizational adjustment (Suutari & Välimaa 2002)
“The length of time before ending the international assignment that role decision was made” (Suutari & Välimaa 2002, 631)	Was related to job and general adjustment (Suutari & Välimaa 2002)
Skill utilization positively related to adjustment to work	No support (Suutari & Välimaa 2002)

6.3.4 Non-work variables

Changes in support networks

Often expatriates receive more social support during their expatriate assignments, in comparison to support in their home country: organization sponsored programs (mentors or contact persons from the home organization, pre-departure and in-country training), organization supported activities (hobbies, international clubs) and advice on issue related to

the move to the host country, and host country conditions, i.e. health and taxation (Andreason & Kinneer 2005; Baruch et al. 2002). This lack of support on arrival back to the home country may make repatriation adjustment more difficult than adjustment to the foreign country.

Changes in living conditions

Often during an international assignment individuals experience higher social status, autonomy and standard of living, i.e. receiving additional benefits, bonuses and cost-of-living adjustments (cf. Andreason & Kinneer 2005; Black & Gregersen 1999; Sanchez et al. 2000; Suutari & Välimaa 2002): “On average, expatriates cost two to three times what they would in an equivalent position back home” (Black & Gregersen 1999, 53). It is no wonder, then, that some expatriates who have been “living like kings” during an expatriate assignment, may experience the shock of their lives as they return back home, realizing that major alterations must occur in their lifestyles. Therefore, researchers have proposed that a decrease in social status and standard of living at repatriation will negatively influence repatriation adjustment (Gregersen & Stroh 1997; Suutari & Välimaa 2002).

Repatriates reception back home

As stated earlier, repatriates are often eager to share their experiences with their family, friends and even co-workers (cf. Solomon 1995). However, it appears that often people are not very interested, or lose interest very quickly, in the repatriates expatriate experiences and stories because “such experiences are often seen as remote and even challenging to the comfortable life of those who stay at home” (Hurn 1999) (cf. Andreason & Kinneer 2005). This lack of interest combined with all the other variables affecting the repatriation process may make repatriation adjustment very difficult for some repatriates.

Summary

In conclusion, this sub-chapter has presented non-work variables which may be related to the repatriation process: changes in support networks, changes in living conditions, and repatriates reception back home. Table 6 presents a summary of non-work variables which have been empirically found to be related to the repatriation process.

TABLE 6. Empirical findings of non-work variables related to the repatriation process

VARIABLES	INFLUENCE ON THE REPATRIATION PROCESS
Decrease in social status negatively related to repatriation adjustment	No support (Suutari & Välimaa 2002) Positively correlated with adjustment to interaction with home nationals (Gregersen & Stroh 1997)

6.4 Repatriation of Finns

Since most of the literature on repatriation is based on American findings (cf. Gregersen & Stroh 1997; Suutari & Välimaa 2002), little research has been conducted on non-US samples. Furthermore, the repatriation of Finns has been studied even less. Therefore, this sub-chapter will briefly go through some of the research which has been conducted in the Finnish context. Once again, it is important to note that much of this research has focused on MNCs.

Repatriation of Finnish managers and their spouses

The study of Gregersen and Stroh (1997) was one of the first studies investigating the repatriation of non-US nationals: they investigated the repatriation of Finnish repatriate managers and their spouses (Gregersen & Stroh 1997, 636). The experience of a Finnish spouse, cited in this study, illustrates some of the difficulties Finns can experience during repatriation:

Coming back home was more difficult than going abroad because I had expected changes when going overseas. During repatriation it was real culture shock! I felt like an alien in my own country. Surprisingly, I was totally unprepared for the long, harsh, cold, dark Arctic winter. My attitudes had changed so much that it was difficult to understand Finnish customs. Old friends had moved, had children, or just vanished. Others were interested in our experiences, but only sort of. Most simply could not understand our overseas experience or just envied our way of life. (Gregersen & Stroh 1997, 635- 636).

The study of Gregersen and Stroh (1997) investigated repatriation adjustment in terms of the model developed by Black and his colleagues (1992) and found that role clarity, role

discretion and time since returning home were positively correlated with the repatriate's adjustment to work, while time overseas was negatively correlated. In terms of the repatriate's adjustment to interaction with host nationals, culture novelty and time overseas were negatively correlated, while social status was positively correlated (Gregersen & Stroh 1997). On the other hand, total time overseas was negatively correlated to the repatriate's general adjustment, while time back home was positively correlated (Gregersen & Stroh 1997). Furthermore, this study revealed that for Finns, younger age does not necessarily result in more repatriation distress and the total time spent overseas was not a major predictor of adjustment, as other research had hypothesized (Gregersen & Stroh 1997). In addition, in contrast to a US sample, culture novelty played an important role in the repatriation adjustment of Finns, which Gregersen and Stroh (1997) suggested was due to Finland being so homogenous and small, as well as having a more unique language. Lastly, contrary to a US sample, social status was less significant to Finns, possibly because there is less difference "in social status among Finns than among U.S. nationals" (Gregersen & Stroh 1997, 651). This was also demonstrated in the study by Suutari and Välimaa (2002).

Finnish expatriate's expectations and support practices

Suutari and Riusala (2000) studied the expectations and career-related support practices of Finnish expatriates, who were members of a labor union for engineers. In terms of repatriate challenges, these expatriates were most concerned about "job arrangements following repatriation" (Suutari & Riusala 2000, 85), and hoped that their new job would be clearly defined in advance, preferably 4-6 months prior to repatriation, and that "the requirements of the new task should match their present skill level" (Suutari & Riusala 2000, 85). In addition, most of these expatriates had optimistic repatriation career expectations: their international experience would be valued and would aid them in their career development; they would find a job that matched their skills (Suutari & Riusala 2000). Interestingly, this study also supported previous research findings, which found that work positions were higher and work tasks were more demanding and varied during the international assignment than in the home country (Suutari & Riusala 2000). In terms of skills developed, these expatriates had developed more flexibility, stress tolerance, perspective, self-confidence, language skills and interpersonal skills (Suutari & Riusala 2000).

Prior research has found that repatriation support practices are infrequently offered to repatriates (cf. Andreason & Kinneer 2005; Hurn 1999; Suutari & Riusala 2000), a notion which was also supported by this study (Suutari & Riusala 2000). For instance, pre-departure career development debriefings were the most common forms of support offered to this sample, yet it was offered to only 39 per cent (Suutari & Riusala 2000). Furthermore, the expatriates were asked to rank support practices in relation to necessity: pre-departure career development debriefings, development rewards and re-entry counseling were ranked as most necessary (Suutari & Riusala 2000). In terms of other support practices, only 27 per cent of the expatriates were offered a contact person, 41 per cent stated that there was enough communication between home company representatives and themselves, 39 per cent said that the home company was aware of their job performance, and 47 per cent felt that they were adequately informed about home organization events (Suutari & Riusala 2000).

Repatriation of Finnish economic graduates

The study by Suutari and Välimaa (2002) investigated the repatriation of Finnish professionals, who were members of the Finnish union of economic graduates, and the framework of Black and his colleagues (1992) served as a basis for this study. Contrary to the framework of Black and his colleagues (1992), Suutari and Välimaa (2002) found that the repatriation adjustment of Finnish union members was divided into four, rather than three adjustment dimensions: adjustment to the general environment and culture, adjustment to interaction with host nationals, job adjustment and organizational adjustment.

This study demonstrated that general adjustment was positively influenced by “keeping up on events at home and the length of time before ending the international assignment that role decision was made” (Suutari & Välimaa 2002, 627), yet negatively influenced by problems adjusting to the foreign country, length of the assignment, role conflict and age. The fact that age was significantly negatively correlated with general adjustment is contrary to other research findings; however, this may be explained by age racism in Finland, i.e. younger people being favored over older people (Suutari & Välimaa 2002). On the other hand, organizational adjustment was positively influenced by a willingness to relocate internationally and role negotiations, yet negatively influenced by “role conflict and length of time before ending the international assignment that role negotiations took place” (Suutari & Välimaa 2002, 627-628). Meanwhile, job adjustment was positively influenced by “role

discretion and length of time before ending the international assignment that role decisions were made” (Suutari & Välimaa 2002, 628), while interaction adjustment was negatively influenced by problems adjusting to the foreign country and role conflict.

Longitudinal study of Finnish expatriates

Most of the academic research on the repatriation process has been cross-sectional in nature. The study by Suutari and Brewster (2003) represents one of the first longitudinal cohort studies of repatriation. The cohort consisted of Finnish professionals, members of the Finnish union of economic graduates (Suutari & Brewster 2003). The initial study was conducted in 1996 and the follow-up study in 1999 (Suutari & Brewster 2003). The results of the follow-up study indicated that of the expatriates working abroad in 1996, only half had returned to Finland, one-third were in the same host country, and one-fifth were participating in an international assignment in another country (Suutari & Brewster 2003). Therefore, this study demonstrated that a large number of Finnish international managers, who already had prior international experience, were “travelling from one assignment to another” (Suutari & Brewster 2003, 1139).

As for those Finns who had repatriated back to Finland, 68 per cent reported “positively on the change in their organizational status”, 77 per cent felt that the international assignment had a positive effect on their career progression, and 84 per cent expected that the international assignment would also positively influence their future careers (Suutari & Brewster 2003, 1139). Furthermore, 35 per cent had changed their employer while 65 per cent had stayed with the same employer who sent them abroad (although most did not return to the same job they had before the international assignment) (Suutari & Brewster 2003). However, “59 per cent of those who stayed with the same employer had seriously considered leaving” (Suutari & Brewster 2003, 1140). The key motivators for the group who had left their employer, and those who were considering leaving, were task variety and task challenge, followed by career prospects and then by external job offer (Suutari & Brewster 2003).

In terms of expectations, in 1996 the expatriates had very optimistic expectations about their return to Finland, and the follow-up study showed that overall the expectations of the expatriates were quite close to reality (Suutari & Brewster 2003). The most realistic expectations were those regarding work and organizational factors on return, followed by living standard expectations (Suutari & Brewster 2003). However, expectations regarding organizational treatment, career prospective and family expectations were not as similar to the reality: for instance only 53 per

cent agreed that their organization had utilized the skills they had developed during the international assignment (Suutari & Brewster 2003). While repatriation policies and support practices were rare in this sample, most of the home organizations had taken the repatriation process into consideration already during the expatriate assignment, for instance in the form of frequent contact with the home organization and career planning (Suutari & Brewster 2003). Interestingly, this study demonstrated that repatriation support practices had an influence on the development of realistic expectations (Suutari & Brewster 2003).

7 EXPLORING THE REPATRIATION OF FINNISH EXPERTS

7.1 “Solving the case”

When one reflects on the word methodology, detective and crime novels hardly come into mind. Yet in his intriguing book, Alasuutari (1989) discusses social scientific research and illustrates his teaching using detective and crime novels as examples. According to Alasuutari (1989, 30), observations and the conclusions we reach from these observations provide the basis for our beliefs and knowledge of the world. Furthermore, every individual has a prior assumption of the nature of reality which influences the way s/he interprets the world (Alasuutari 1989, 30-31). Therefore, when we make an observation, we should not consider this observation as a finding but rather, we should inspect each finding as a clue (Alasuutari 1989, 31). The fact is that anybody can make an observation, but it requires remarkable deductive and thinking ability to be able to combine ones prior knowledge of the phenomenon in question with the clues one has collected in order to solve the research problem or the case, as in detective novels or forensic science (Alasuutari 1989, 32-33). Therefore, in order to solve one’s case, it is important to know how one will approach the case, what clues one will need to collect, how one will obtain the clues, and by which methods one will analyze these clues (Alasuutari 1989, 32-35).

Therefore, the case in this study was the repatriation of Finnish experts and the clues, which helped solve the case, were collected through a quantitative survey study. Furthermore, as the repatriation of Finnish experts had not been systematically studied before, the information gathered from this study will serve as a map for future research, thus this study can be referred to as a pilot study. Meanwhile, it is important to note that because the study group in this study was relatively small and consisted of Finnish experts belonging to one professional group, police officers, the results of this study cannot, as such, be generalized to apply to the repatriation process of other professional groups of Finnish experts, such as monitors or rule of law experts. While acknowledging that this study was in the strictest sense bound to a specific time, context and professional group, the information gathered from this study may indicate that other professional groups of Finnish experts also experienced their repatriation process in the same way. Hence, providing due care is taken, the results of this study may be indicative of the repatriation process of other Finnish experts as well. In conclusion, the following sub-chapters will discuss the methodology for the empirical study, specifically

focusing on the approaches taken to explore the repatriation process of Finnish civilian experts, and how the data, or clues, which were collected, were analyzed.

7.2 Finnish experts

The study group consisted of all Finnish civilian experts recruited by CMC Finland, who had worked as police officers in a civilian crisis management mission, and who had repatriated to Finland in the years 2008-2009. The reason why police officers were chosen as the study group was because on May 31 2008, police officers represented the largest professional group of Finnish civilian experts recruited by CMC Finland: out of the total of 94 Finnish experts participating in civilian crisis management missions 47.9 per cent were working as police officers (cf. Table 7) (Ministry of the Interior 2008). In addition, at this time (2008-2009) police officers represented the largest group of repatriated Finnish experts.

TABLE 7. Finnish experts by sphere of missions (Ministry of the Interior 2008, 23)

Sphere of mission	Number
Police	45
Rule of Law	11
Border/ Customs	10
Civilian administration	4
Human rights	6
Mission support	7
Others (advisors/experts in different fields of expertise)	11
Total	94

However, one has to note that the number of Finns participating in civilian crisis management missions is on the rise. On the 26th of September 2008, 106 Finnish civilian experts were participating in civilian crisis management missions in 13 different countries (cf. Table 8) (Särkilä 26.9.2008). Furthermore, in the future, there will be a total of 266 Finnish civilian experts participating in EU and other international organizations civilian crisis management missions (ibid). From these 266 experts, 70 will be working as police officers (Särkilä 26.9.2008). However, at the time when this study was conducted, most of the missions were still ongoing and therefore these experts could not participate in this study.

TABLE 8. Finnish experts by sphere of missions (Särkilä 26.9.2008)

Sphere of mission	Number
Police officers	70
Border guard/ border police	10
Rule of law experts	16
Civilian administration	18
Monitors	35
Civil protection	98
EUSR support	4
Civilian Response Teams	15
Total	266 (32 per cent women)
Current (26.9.2008)	106

Lastly, one important issue, which will influence the repatriation of these experts, is the fact that in Finland these experts are by law allowed to take a leave of absence from their normal duties while they are on a civilian crisis management mission (Ministry of the Interior 2008). After these experts complete their mission, they return to the post in which they were working prior to the civilian crisis management mission (Ministry of the Interior 2008). Thus, according to this legislation (cf. Laki siviilihenkilöstön osallistumisesta kriisinhallintaan 30.12.2004/1287), the employer of the expert cannot end the employer's contract or fire them during the time that the expert is on a civilian crisis management mission (Laki siviilihenkilöstön osallistumisesta kriisinhallintaan 30.12.2004/1287, chapter 2: 7).

7.3 Study design

7.3.1 Starting point

The driving force behind this study was two-fold: the request of CMC Finland, who saw the return of Finnish experts and the post-return de-briefing they were offered as an important area to study, and the researcher's own interest in the phenomenon. In terms of pre-understanding the phenomenon, the researcher has spent fifteen years of her life living outside Finland: twelve years in Israel during her childhood and three years in England studying Forensic and Medical Science (Bachelor's degree). These experiences have enabled the researcher to personally partake in a multi-cultural setting as well as experience the joys and difficulties of multiple cross-cultural transitions. On the other hand, the researcher's own

experiences of repatriating home may influence the way in which she saw the phenomenon in question, and the way in which she analyzed and interpreted the data. For example, one bias could have been that the researcher expected the Finnish experts to have a difficult time adjusting back home, since she herself had experienced these difficulties.

7.3.2 Philosophical frame of reference

Hirsjärvi, Remes and Sajavaara (1997, 124) have identified four areas of philosophy, namely ontology, epistemology, logic and teleology, which can be related to the philosophical frame of reference of scientific research. According to these authors, ontology considers the nature of being, reality, and what can be used as evidence (Hirsjärvi, Remes & Sajavaara 1997, 124). In this study, the Finnish civilian experts were considered to be active subjects, whose experiences and thoughts of repatriation provided evidence for this study. Therefore, the study group in this study was referred to as Finnish experts, rather than study participants or informants. The reason for this was that at least the term informant holds a very negative and passive undertone, in which the Finnish experts simply dictate their experiences to the researcher. In addition, even if the experiences of the Finnish experts conflicted with current theoretical frameworks or models of repatriation, this evidence was still considered real and valid, because this was how the experts subjectively experienced their repatriation.

Now let us discuss epistemology which looks at how information can be obtained, i.e. the validity of a specific method (Hirsjärvi et al. 1997, 124). In this study, a questionnaire was used to obtain information. Thus, this study was quantitative in nature. Next, let us consider logic, which considers how one can prove something (Hirsjärvi et al. 1997, 124). The empirical section of the study provided a snap-shot of the repatriation process of Finnish civilian experts. There was no need to doubt the expert's experiences of repatriation, since these experiences were real to the experts who experienced them. Lastly, let us consider teleology, which looks at the purpose of a study (Hirsjärvi et al. 1997, 124). This study was conducted because studies on the repatriation process of Finnish civilian experts had not been systematically conducted before. Therefore this study was a pilot study of the repatriation of Finnish experts.

7.3.3 Research strategy

A research strategy demonstrates how one will approach the phenomenon in question; the research method, on the other hand, demonstrates the specific tools one uses to collect information for a specific strategy (Hirsjärvi et al. 1997, 127). Therefore, the research strategy chosen for this study was a quantitative survey study, and the method used to collect the information was a self-reported, cross-sectional, questionnaire (Herman & Tetrick 2009; Hirsjärvi et al. 1997, 130). The reason why a quantitative survey study was chosen, as opposed to a qualitative study, was because 1) the number of repatriated Finnish experts was expected to be high, and 2) a questionnaire was a method, which the researcher felt most comfortable using. Furthermore, it may be possible that Finnish civilian experts experience some difficulties in their repatriation process, as other profession groups do, or it may be possible that these experts experience no difficulties in their repatriation process because the missions these experts participate in are short term. Therefore, a survey study will outline the repatriation process of Finnish experts and the information gathered from this study can serve as a guide or a map for future research.

7.3.4 Constructing the questionnaire

The questionnaire was designing by 1) incorporating various variables, which previous research had found, or suggested, to be linked to repatriation adjustment, and 2) the researcher's own understanding and experiences of the repatriation process (cf. Chapter 6). This information was gathered by a thorough literature review (using the internet, especially databases such as KUOPUS and Nelli) as well as by consulting other researchers. The repatriation and repatriation adjustment of Finnish civilian experts was measured through a standardized questionnaire (Appendices 1 & 2), which included multiple-choice, Likert-scale, and short open questions (cf. Metsämuuronen 2005, 58-80).

The questionnaire was checked by the following individuals: supervisors of this study Professor Tuula Vaskilampi and Senior Assistant Markku Myllykangas, Dr. Tuula Siljanen (who has studied expatriates in the Middle-East, as well as held training sessions for repatriates, see for example Siljanen 2007), Esko Siljanen, Mikael Siljanen (who provided useful insight from a peacekeepers perspective) and by staff from CMC Finland, namely Training Officer Heini Utunen. Furthermore, Heini Utunen devised questions 33-36 in the

questionnaire. In addition, question 20 was a modification of a question originally devised by Sussman (2001).

Following the input of the aforementioned individuals, the questionnaire was modified a few times and then fed into Excel 2008. After this, a tabulated Excel document version of the questionnaire was uploaded into the Lotta- survey tool, developed by the University of Kuopio. After a few modifications to the online questionnaire, the CMC Finland sent a bulletin of the study (Appendices 3 & 4) to the Finnish experts. This bulletin included the online link to the questionnaire (cf. Appendix 1 for a picture of how the questionnaire looked like online) and the data was collected 19.3-31.3.2009. The following individuals assisted the researcher in writing and correcting the bulletin: Professor Tuula Vaskilampi and Senior Assistant Markku Myllykangas, as well as Dr. Tuula Siljanen and Esko Siljanen (who assisted in translating the bulleting into Finnish).

7.4 Data analysis

In the early stages of this study, the number of Finnish experts, who had worked as police officers during a civilian crisis management mission and who had returned in the years 2008 and 2009, was expected to be high. However, when the time came to send the questionnaire, it became apparent that the number of returned Finnish experts was quite low: the questionnaire was sent to a total of twelve Finnish experts. Due to the small sample size, it became clear that there would be no point in calculating correlations between different variables. Consequently, the value and importance of the open questions grew. Therefore, while this study started out as a quantitative study, the small sample size led this study to be more qualitative in nature.

Therefore, basic descriptive statistics were calculated of the answers from the multiple choice and Likert-scale questions using SPSS 16.0, while the open questions were analyzed using a qualitative approach. This was done by reading and rereading the answers and searching for themes, which appeared in many of the texts. However, it must be noted that the small sample size made it very difficult to search for themes, and as can be seen from the results section, sometimes it was necessary to include longer quotes from the original texts. In addition, the reader must note that the meanings of some of the Finnish phrases were lost when the texts were translated into English. This was because no equivalent of a Finnish phrase was found in

the English language, and therefore, a specific Finnish word or phrase was replaced by an English word or phrase which had a similar meaning. However, to the extent that it was possible, the researcher tried to stay true to the original texts and tried to maintain the essence of the Finnish text also in the English translation.

7.5 Ethical considerations

Research ethics encompass many different aspects of the research process, ranging from how the research is conducted to how it is reported (Eskola and Suoranta 2005, 52-59). In terms of the ethical considerations involved with how the research is conducted, the rights of the participants remain of key importance. As Eskola and Suoranta (2005) have discussed, the confidentiality and anonymity of participants must be preserved; participants cannot be misled; participation must be voluntary; and the effect of the study on the participants must also be considered (Eskola & Suoranta 2005, 52-59).

In this study, the participation of Finnish civilian experts was completely voluntary. The CMC Finland approved this study, and also requested and received approval from the Police Department at the Ministry of the Interior. At no point did the researcher have access to the expert's names or contact details. The CMC Finland sent a bulletin of the study (cf. Appendices 3 & 4) to all the police officers who had returned to Finland in the years 2008 and 2009 and if the experts wished to participate in the study, they could fill in the questionnaire online. In terms of informed consent, the bulletin provided all the necessary information of the study (why it was carried out, what effect the study could have on the participants, how the responses would be used and where the study would be published) and by responding to the questionnaire, the Finnish experts consented to participating in the study.

Another important aspect in this study was the anonymity and confidentiality of the participants. Since the number of Finnish experts participating in civilian crisis management missions is relatively low, it may be possible that the experts in this study could be identified by their age, gender, occupation, or other responses. Therefore, the questionnaire was filled in anonymously, and participants were not required to write the exact date or location of the mission. Instead, only the continent in which the mission was located was asked, in addition to the total length of the mission. Lastly, one must also consider the effect of the study on the participants. It is possible that this study brought up difficult memories or experiences from

the mission or from repatriation and repatriation adjustment to Finland. On the other hand, this study provided a chance for the experts to recognize these experiences, share them and hopefully move on.

Here it is also important to discuss those ethical issues which relate to the CMC Finland, the client of this study. As the CMC Finland has initiated this study and sent the bulletin to those experts who they have recruited, the CMC Finland naturally has a right to be informed about the study results. The rights of the experts do, however, come into play here: their responses to the questionnaire must be treated confidentially. Therefore, the CMC Finland will only receive a paper copy of the final version of this thesis, but will not receive a copy of the original responses to the questionnaire.

Last but not least one must consider the role of the researcher in upholding ethical principles. While it is beyond the scope of this study to delve into this aspect in too much detail, one can say that the researcher has upheld the principles of good scientific practice and procedures, which the National Advisory Board on Research Ethics of Finland has devised (National Advisory Board on Research Ethics 2002).

8 INTRODUCING A CONCEPTUAL FRAMEWORK OF THE REPATRIATION PROCESS

8.1 Motivation for the conceptual framework

While theoretical frameworks or models of repatriation have already been developed, these models and frameworks often focus on specific areas of the repatriation process, therefore making it difficult to envisage the whole repatriation process. In addition, because the repatriation process is multi-faceted, single variables alone cannot predict the outcome of the whole repatriation experience; rather it is the interplay of these variables which form the repatriation experience. Therefore, the aim of this section of the study is to enrich theoretical knowledge of the repatriation process by constructing a new more holistic conceptual framework of the repatriation process. The reason why a conceptual framework was constructed rather than a theoretical model was because the research on the repatriation process is still in its early days and thus no concrete causal relationships between specific variables and repatriation adjustment have been proven. Thus, most of the research is still on a very conceptual level.

8.2 Theoretical starting point of the conceptual framework

Prior to constructing a conceptual framework of the repatriation process, a thorough literature review was conducted and a theoretical background of the repatriation process was written. Literature was collected using various databases (KUOPUS, and Nelli), as well as consultations and assistance from other academics. In addition, the Genamics Journal Seek database (available from <http://journalseek.net/>) and PubMed were used to find abbreviations for all the journal titles listed in the references. The literature review allowed the researcher to identify a gap in the academic research on repatriation: a holistic conceptual framework of the repatriation process was inexistent. Therefore, a new conceptual framework of the repatriation process was constructed on the basis of findings from previous academic research of the repatriation process, combined with the researcher's own understanding of the phenomenon in question. In addition, new variables were proposed in this conceptual framework.

9 RESULTS

9.1 Exploring the repatriation of Finnish experts

9.1.1 Demographic variables

Out of the twelve Finnish experts who were asked to participate in this study, eleven experts responded to the questionnaire. However, there is reason to believe that the answers of one individual were saved twice onto the Lotta- survey tool. This was because the first two responses to the questionnaire were completely identical in all the answers. Therefore, one of these replies was removed, resulting in a total of ten experts responding to the questionnaire. Consequently, the response rate in this study was very high, 83 per cent.

Gender, age and marital status

In terms of basic demographics, seven of the Finnish experts were male, while three were female. All the experts were over the age of 35 (cf. Table 9), and most of the experts were married or lived in co-habitation (cf. Table 10). Here it is important to note that the small sample size in this study may increase the risk that these experts could be identified based on their responses. For this reason the results will not specify who responded to which question. This will especially hold true in the analysis of the responses to the short open questions. What this means is that if, for example, a response to an open question is quoted, the quote will only say “one Finnish expert stated the following”, rather than specify and say that a male or female, aged so and so, stated the following.

TABLE 9. Age of the Finnish experts

Age	Frequency
35-45	1
39	1
40-50	1
43	1
44	2
45	1
50+	1
51	1
around 50	1
Total	10

TABLE 10. Marital status of the Finnish experts

Marital status	Frequency
Divorced/ Widowed	1
In a relationship	2
Married/ Co-habitation	7
Total	10

Educational level

Table 11 presents the highest education level of the experts and as the table shows these experts had very diverse educational levels.

TABLE 11. Highest educational level of the Finnish experts

Highest education level	Frequency
Academic Degree	2
Academic Degree/ Master of Laws	1
Bachelor in Police Command/ Applicable Master's Degree in Police Studies	1
Finnish Police Sergeant's Examination	1
Master of Laws/ Master of Laws trained on the bench	1
Master of Social Sciences	1
Matriculation	1
Police	2
Total	10

Occupation

Table 12, on the other hand, presents the expert's occupations. Apart from three police officers and two Police Command positions, all the rest of the experts had different occupations.

TABLE 12. Occupation of the Finnish experts

Occupation	Frequency
Deputy Police Chief	1
Detective Chief Inspector	1
Detective Sergeant	1
Police Command position	1
Police Command position in the police organization	1
Police Officer	3
Senior Constable	1
Senior Human Resource Planner	1
Total	10

Previous international experience

Two experts had no previous international work experience, while eight experts had previous international work experience. In terms of the length of the previous international experience, the shortest amount of previous international experience was around one year, while the longest amount was nearly ten years. As for the other experts, their previous international experience had lasted from one to seven years.

9.1.2 Latest civilian crisis management mission

“Was this your first operation and how many operations have you participated in?”

For three Finnish experts, their latest civilian crisis management mission was their first mission. The remaining seven Finnish experts had participated in other missions before, and the number of these missions ranged from two to seven missions. For instance one Finnish expert had participated in three civilian crisis management missions and one crisis management mission, while another expert had participated in seven missions (one monitoring mission, one police mission and five military missions). Here it must be noted that one expert did not answer this question, although in the following question s/he replied that s/he has attended many missions. Therefore, the researcher took the liberty of answering question 8 for the expert, replying “No” to the question of whether this was the expert’s first mission.

Motivation for the mission

In terms of motivation for the mission, all the experts responded that the initiative for participating in the mission came from themselves, rather than their employer or from somewhere else. On the other hand, the experts had very diverse reasons for participating in a civilian crisis management mission. The most common reason, which appeared in the responses of four experts, was that the mission provided a break, or change, from everyday life and work, or as one expert stated “I sought a break from everyday work routines”. Related to this, one of the reasons why one expert participated in the mission was to “Seek more strength to continue in the home land tasks, which sometimes seem stagnant”. Secondly, for two experts gaining new experiences was one of the reasons for applying for the mission. In addition, the international environment emerged as an important motivator for the mission, as

can be seen from the responses of three experts: “I wanted an experience of an international work environment”, “developing my skills of working in an international environment”, and “testing my ability to cope in an international police mission”. Furthermore, the other reasons for participating in the mission were pay, out of interest, motivating oneself, developing language skills, “giving my own contribution to improving the situation in a crisis area”, and being able to help ones clientele better in civilian crisis management tasks in the world, than in Finland. And lastly, the reason of one expert was “My own position feels familiar and safe after a chaotic operation”.

Main job responsibility during the mission

The experts’ main job responsibility during the latest civilian crisis management mission were: training, monitoring/ working as a manager, leadership, security (Deputy Senior Mission Security Officer), adviser, Deputy of the EU police operations, personnel administration, management level tasks, administrative tasks, and adviser to the local police/ projects.

Location and length of the mission

Five of the Finnish experts had participated in a mission in Africa, one expert in Asia, and the remaining four had participated in missions in Europe. In terms of the length of the mission, there appeared to be some confusion with the question (as well as the previous question regarding the location of the mission), therefore some experts responded to this question by writing the length of their latest mission, while the rest responded to the previous question on the location of the mission, i.e. asking whether the previous question referred to the latest mission or writing down the locations where they had served in. In any case, eight experts wrote down the length of their latest mission: 12, 14, 15, 15, 18 and 35 months, as well as less than 1.5 years.

Communication behavior

Table 13 presents data of the communication behavior of the experts during the mission. As expected, the experts kept in contact with their family and friends most frequently and slightly

less frequently with their work. Furthermore, the experts were active in keeping their knowledge updated about events occurring in Finland.

TABLE 13. Communication behavior of the Finnish experts

During the operation (N = 10)	Never	Every 2-6 months	Monthly	Weekly	Daily
I kept in contact with my family and friends in Finland				40%	60%
I kept in contact with my work in Finland	10%	80%	10%		
I kept my knowledge updated about current and social events occurring in Finland		10%		40%	50%

Satisfaction with the mission

Next, the experts were asked whether they were satisfied with their latest mission: eight experts were satisfied with the mission, one was not satisfied with the mission, and one could not say whether s/he was satisfied with the mission. Here it is important to note that in the open question regarding expectations of returning to Finland one expert remarked that the question on mission satisfaction would have required some specifications since “there are some parts which you can be pleased with, but some parts which did not work”.

Pre-expectations about returning to Finland

Five experts had no pre-expectations regarding their return to Finland, and one of these experts noted that they had no pre-expectations “because I have been in the same situation many times before”. Meanwhile, for three experts it also seemed that they had no pre-expectations, although the responses seemed to indicate a neutral/ positive feeling regarding the upcoming return home: “I returned to my old work tasks back to being with my family”, “After I came home I did not even remember being away”, and “It is always nice to return home”. On the other hand, two experts had some pre-expectations: “I thought returning home would be more difficult than going on the mission and adjusting to a new environment” and “I expected some adjustment problems at work (new organization at the local level) and at home (new everyday routines)”.

9.1.3 Repatriation

“How long ago did you return to Finland?”

Table 14 presents the results of the question “How long ago did you return to Finland?”, and from this table it can be seen that most of the experts had returned very recently.

TABLE 14. Length of time since the Finnish expert returned home

Time	Number of experts
3 weeks ago	1
A few months ago	2
2.5 months ago	1
3 months ago	2
Nearly 4 months ago (+ nearly 2 week journey back home)	1
4 months ago	1
Less than 12 months ago	1
Around 1 year ago	1

Adjustment to Finland

None of the experts adjusted back to Finland very badly or badly; six experts had adjusted to Finland moderately, two experts had adjusted well and two experts had adjusted very well.

Cultural identity

Table 15 presents the responses of the experts to propositions regarding their cultural identity.

TABLE 15. Influence of the operation on the Finnish expert's cultural identity

During the operation (N = 10)	Completely disagree	Somewhat disagree	Cannot say	Somewhat agree	Completely agree
I felt more Finnish than before the operation	60%	40%			
I felt more global than before the operation	50%	20%		30%	
I felt like an outsider both in Finland and the host country	90%			10%	

Here it is important to note, that in the last question of the questionnaire, which asked if the experts had anything to add about their return and adjustment to Finland, one expert had a very interesting addition to the proposition “I felt like an outsider both in Finland and the host country”. The expert wrote:

I somewhat agree, because I feel like an outsider in Finland and of course felt so in the operation's host country (my dissimilarity as a European in Africa was so obvious), but as a correction: Within the mission I did not feel like an outsider at all, but rather a part of an international community/ family, which was formed both among Finnish colleagues living together and with my work unit. Returning home: I have experienced the same frustration and repatriation difficulties feelings when I returned home after a year as an exchange-student and so I knew to expect this neg. reaction to returning from myself. Therefore I do not even take any stress about it. This probably comes with the territory when you have enjoyed the trip...

“Did your pre-expectations match reality?”

One expert responded that s/he was used to returning home, whereas three experts responded that they had had no pre-expectations, although one of these experts stated that “It is nice to come home”. The rest of the experts, on the other hand, responded that their expectations were met (1 expert), well met (2 experts), pretty well met (1 expert), or completely matched reality (2 experts). However, the expert whose expectations were met pretty well did note that “adjustment difficulties lasted longer than I expected”. In addition, one of the experts whose expectations completely matched reality noted that “Maybe after the operation I viewed

matters more critically”. Lastly, the expert whose expectations were met noted “therefore it is more difficult to return to the old than adjust to the new”.

Treatment of home nationals and changes in relationships

Question 22 asked if the experts’ family, friends or co-workers had treated them any differently on their return in comparison to before the mission. For nine experts no changes had occurred in their treatment, although one expert noted that “the changes have occurred in me not in my neighbors” and another noted that “everyone is already used to the fact that I sometimes go on foreign missions”. On the other hand, one expert noted that changes in treatment had occurred: “friends were interested in my different experiences and my work colleagues did not really know how to take it”, although no changes occurred in his/her family’s treatment. As for changes occurring in the experts relationships with family, friends or co-workers on their return, seven experts responded that no changes had occurred, while one expert replied “Not as such. I do maybe appreciate my life in Finland more than before the operation”. In addition, two experts noted some changes: for one expert, his/her family was “more sensitive to me planning a new mission” and “Work colleagues keep more distance at least in the beginning”, whereas the second expert experienced some difficulties in describing his/her experiences to people because “the spectrum of events and people was so immense – in both good and bad”.

Positive and negative experiences of repatriation adjustment

The experts were asked to describe one positive and one negative experience of their adjustment back to Finland. Here it is important to consider the remark of one of the experts, who replied: “The question is based on an assumption, which is not true in my case. There were no especially negative experiences”. As for the other experts, one replied that s/he had no positive or negative experiences; another expert replied that s/he had many positive experiences yet no negative ones; and one expert stated that s/he had never had problems in adjusting either in the world or in Finland: “I strive to make my life resemble my own, wherever I am. In Finland there are less water- and electrical shortages than in the world. A traffic sign which is crooked does not bother me; in the posting all the traffic signs were more or less crooked”.

For the other experts, the positive experiences were:

- “it is nice to see how happy and relieved people are to see, that I have returned back alive and “as my former self”
- “reception of the family”
- “return, because my loved ones were a little bit worried when I was in ... [name of the country omitted]”
- “less energy is required to run everyday routines”
- “normal everyday routine eased the return”
- “getting the central aspects of life back such as family, friends, hobbies and work”
- “returning to old routines”.

As for negative experiences, the following were mentioned:

- “I am not my “former self”, even if at first glance it appears so”
- “Crisis management centre”
- “it took surprisingly long to get oneself motivated for everyday work”
- “Work motivation was a bit lost in the beginning”
- being busy in ones private and work life
- pay check.

Factors facilitating and hindering adjustment to Finland

Those factors which facilitated the repatriation adjustment of the experts to Finland, starting from the most frequently listed, were:

1. Family
2. Normal or everyday routines
3. Friends / work/ keeping up on events in Finland
4. Circle of acquaintances/ children/ having an eye for the game and good social skills/ renovating one’s house/ familiar ground/ the same work tasks as before the mission/ ample holidays

For instance, one expert stated that “Everyday routines and children keep you rooted in everyday life. The fact that you feel longed for and loved from many directions is an important feeling”.

On the other hand, when considering those factors which made adjustment to Finland difficult, three experts replied that there were no reasons; one expert did not reply to this question; and one expert said that if you absolutely must mention something, it would be the coldness of the weather. In addition, one expert stated that it was “nice to be in charge of other people rather than just oneself”. The remaining four experts included the following reasons: being busy; a nonexistent bank account; being left outside “better” work tasks as a consequence of an organizational change at work which occurred before repatriation as well as “completely absent supervision of work”; reconciliation of two conflicting components, “own life has gone forward – although now returned to the old”.

9.1.4 Work

As expected, nine of the Finnish experts had returned to the same job in which they worked before the mission, while one expert had returned to a different job. Meanwhile, Table 16 presents the propositions which were related to the experts return to their work place, and as the results demonstrate, the experiences of these experts were less favorable. Here it is important to include a comment from one of the experts regarding these propositions: “The work place and its people are two different things: on an individual level, for example, interest and value has been primarily positive or very positive, on the work place level – which culminates to the manager level – at least until now no positive consequences of being on the mission are detected”.

TABLE 16. Propositions related to the work of the Finnish experts

On my return (N = 10)	Completely disagree	Somewhat disagree	Cannot say	Somewhat agree	Completely agree
My work place was interested in my experiences abroad	50%	30%	10%	10%	
My work place recognized and valued my experiences abroad	60%	30%	10%		
My work place utilized my new skills	80%	10%	10%		
I received promotional opportunities on my return	90%		10%		
I felt I could influence my job tasks	40%	30%	20%	10%	
I was satisfied with the way in which my work place received my back	20%	30%	20%	30%	
I felt the operation influenced my career positively	60%	30%	10%		

However, when asked if these experts had considered changing their job following the civilian crisis management mission, five out of the nine experts who replied to this question (one expert left this question blank) stated that they had not considered leaving their job, while four experts stated that they had considered changing their job.

When asked what factors influenced these experts desire to change or remain in the same job, one factor which influenced the desire of two experts to change jobs was seeking new challenges: “During the mission I became accustomed to a managerial position, but also to completely new hands-on challenges and now I return to the bottom of the litter in my own unit and to the same slow paper rolling as before the mission -> feelings of frustration”. Furthermore, one of these experts considered changing his/her job also because his/her career advancement “in my current work place is completely stuck, because like a dictator the leader of the unit does not like us employees who go on international assignments”. Something similar was portrayed in the response of the third expert who noted that the “Desire to change

is influenced by the altogether lukewarm reception in the work place”, although this expert continued on and wrote that his/her desire to remain in the same job was influence by “financial security during these times”, his/her “family’s opinion to stay in the same area”, and “the possibility of going to new missions from police work”. Lastly, the fourth expert who had considered changing his/her job stated that the break s/he had from work made him/her maybe see things differently than before and realize that “I can live completely happy also in another job”. As for those experts who had not considered changing their jobs, only one responded to the short open question, stating that “The job is in principle interesting”. Lastly, the expert who did not reply to the previous question “I have considered changing my jobs after returning” did respond to this question and discussed how the recruitment of civilian police had moved to CMC Finland, “I felt it was important, that for the sake of the police the transition would go in as good a spirit and problem free as possible”.

But had any of these experts actually left their job? The results of the questionnaire revealed that only one expert had actually left their job following the civilian crisis management mission. The reason for this change was that during the civilian crisis management mission this expert was selected for a temporary position in another organization. However this expert notes that his/her current job “does not correspond to my experience and education”, and expressed a desire to return to the police organization.

Table 17 presents the responses of the experts to propositions regarding how the civilian crisis management mission influenced these experts’ views of their jobs in Finland.

TABLE 17. Influence of the mission on the Finnish experts' job

(N = 10)	Yes	No	Answer left blank
The operation was useful for my own basic job	80%	10%	10%
The operation changed my view of my own profession and job	30%	60%	10%
The operation motivated me in a new way in my own basic job	40%	50%	10%

Lastly, let us consider the responses to the question “How did the operation change your view of your profession and job?” For two experts the civilian crisis management mission

increased respect for the skills of police in Finland (and for one of these experts also increased respect for his/her profession), or as one expert wrote “It appears that you can throw a Finnish police to any job and it will get done. We Finns received very positive feedback from the mission both from colleagues and from the mission’s management and we knew we were doing a good job and results [or outcomes]”. Next, two experts found that the operation “expanded the outlook of police work, its content and techniques”. In addition, for one of these experts the mission taught him/her international cooperation, as well as made him/her realize that s/he could cope “well in an international work environment”. Related to the theme of work duties, one expert remarked that “In the world it is nice to see many ways of doing things”, although his/her view of his/her profession remained unchanged. However, this expert noted that his/her view of CMC “changed substantially”. On the other hand, one expert’s view of his/her profession seemed to be strengthened, as s/he stated that “I still feel that I am in the right field”, while another expert responded that his/her profession “became less important”. Lastly, one expert noted that his/her view remained unchanged, and one expert did not reply to this question.

9.1.5 Health

When asked how the operation influenced the physical and mental health of the experts, five experts found that the operation did not influence their health in any way, although one expert did add that s/he lost a lot of muscle mass due to decreased amounts of physical activity (as a consequence of restriction of movement and heat) and a bad diet, which lacked protein. On the other hand, two experts had experienced some health problems during the operation, such as sports injuries and minor health problems, yet on the whole they had stayed healthy. In addition, another expert found that their physical capacity decreased due to restricted recreational opportunities. This expert also noted that the only change in his/her mental health was sometimes feeling “blue” during the mission because of missing his/her children. Lastly, two experts experienced some changes in their mental health: the mission had left them feeling tired: “Feeling pretty tired on the part of mental endurance. The task was demanding and the mission concept of working was very difficult”, “Mentally the operation wore me out and caused adjustment problems on return, but now it seems to become stabilized”. However, the physical health of one of these experts seemed to have increased, because exercising was his/her way of relaxing everyday, yet for the other expert his/her physical health stayed the same.

Next, the experts were asked if they had experienced any difficult situations or events during the operation which influenced them personally or professionally, and were still on their mind on return (question 38): 90 per cent of the experts replied that they had not, while one expert replied that s/he had. However, this expert had received support for dealing with these experiences: during the mission s/he had discussed these experiences among his/her colleagues and with his/her partner. In addition, one expert who had responded no to question 38 also responded no to the following question regarding whether s/he had received support for dealing with these experiences. Here, it is also important to include the remarks of one expert, who replied no to question 38. This expert said that “as an old hand one already knows how to take difficult situations. The situations I experienced could have been difficult for first timers”. This expert also criticized CMC Finland as “lacking the skills and know-how, which the supreme police command has”, and suggested that the “the int. tasks of police should be moved back to the hands of the supreme police command”.

9.1.6 Training

Table 18 summarizes the results of the questionnaire with regard to the training which the experts received before and during the civilian crisis management mission.

TABLE 18. Training the Finnish experts received

(N = 10)	Yes	No
I received preparatory training before the operation	100%	
I received preparatory training at the start of the operation	100%	
I had enough information of the host country’s culture at the start of the operation	90%	10%

In the case of preparatory training, the experts had received training from different organizations, and six experts found that the training or other support they received good, although one expert noted that they had received the training “over 10 years before the operation”. As for the remaining experts, one expert found the training to be “Pertinent, but some of the material was unnecessary”, and another expert found the preparatory training to be “Relatively useless”. According to this expert the training “Did not match the circumstances. The training was a presentation of around one hour, which was not even from the future field of activities”. Furthermore, one expert stated that “I received the training years before the operation, but it gave a general idea of the predominant circumstances”. Lastly, one

expert remarked that “as an old hand I know how to search for the information I need spontaneously”.

As for the training provided at the start of the operation, three experts found the training to be good; two experts found the training to be a “basic set for everyone”, which was pretty good/ a good surface glance; one expert found the training to be “Better than in the home land. Best information came from the nearest colleagues with the work”; one expert found the training to be similar as the training in Finland, although there was “a better knowledge of local conditions”; and one expert found the training period to be “pleasant orientation to the operation”. Lastly, one expert replied that they had received induction training, while another expert noted that “the field of activities had their own training”.

9.1.7 Support

Support before the civilian crisis management mission

When asked what kind of support the experts would have required before the operation, two experts responded that they received all the necessary support from the police branch, while two other experts replied that they received all the necessary support from the Supreme Police Command. In addition, one of the experts, who received support from the Supreme Police Command, noted that “The police supreme command has a strong experience of sending to operations; the service worked excellently”. Two experts would have wanted a more thorough briefing of the mission and the local environment/ conditions. In addition, one of these experts would have wanted an update on his/her “first aid skills and working in a hostile environment”. On the other hand, one expert did not need additional support to the support s/he already received, while one expert noted that the “Need for support was perhaps largest at the beginning of the operation, not before it”. In addition, one expert noted that the prior knowledge of the mission was “pretty far from the level of real information” received on the field. In addition, this expert noted that “current factual information in a crisis area is quickly ageing”. Lastly, one expert noted that some Finns “would have required support for personal reasons, especially first timers”.

Sharing experiences of the mission

Next the experts were asked whether they had an opportunity to discuss their experiences and feelings with a professional: three experts replied that they had no opportunity to discuss their experiences while seven experts replied that they had an opportunity to discuss their feelings with a professional.

CMC Finland debriefing

Eight of the Finnish experts had attended the debriefing by CMC Finland, while two had not. When asked whether those who attending the debriefing found it useful, three experts found it useful while four did not, and one expert left this question blank, although in the next question s/he replied that s/he was unsure “whether the debriefing was useful”.

Those who found the debriefing useful felt so for the following reasons: you could meet other experts, who were in the same situation/ hear the experiences of others, recount ones experiences in a peer group and receive “information about the current state of civilian crisis management”. In addition, one expert stated that this debriefing “was a good opportunity to develop Crisis Management Centre’s activities with constructive criticism”. However, one expert also noted that s/he found the words of the psychologist unnecessary. As for the expert who was unsure whether the debriefing was useful, s/he did remark that “The best offering of the event was meeting colleagues who had returned from different operations. You always learn from the experiences of others”.

On the other hand, the four experts, who did not find the event useful, gave very harsh criticism of this debriefing. This criticism mainly concentrated on the personnel of CMC Finland, and some criticism focused on specific personnel. Here the remark of one expert is sufficient to summarize the criticism of the personnel at CMC Finland: “The people of the Crisis Management Centre are a too humorless crowd”. On the other hand, some of the personnel at CMC Finland were described as “refreshing [enlivening]”. As for the event itself, the experts found it to be “completely unnecessary chatter” and “There are fine theories, but no knowledge of the real world [the practice/ practical aspects]”. In addition, these experts found it more meaningful and useful to discuss their experiences with colleagues and police from the police department, rather than the civilian personnel at CMC Finland. One expert

remarked that this was because “At the Crisis Management Centre they do not understand anything about civilian police work”. Furthermore, one expert suggested that “It would be better if the debriefing course as a whole was organized in a police crowd at the Police College...Of course it would be better if the recruitment, communication and repatriation would be handled in the old fashion through the supreme police command”.

Support on return to Finland

When asked what kind of support the experts received on their return to Finland one expert responded that s/he did not need support, two experts replied that they did not receive any support, one expert left the question blank, and one expert replied that s/he did not receive any support in particular. For two experts their return was still so recent that one of the experts was waiting to attend the debriefing and psychologist, while the other expert had attended the debriefing by CMC Finland but was still waiting for a return training organized by the police, which will mainly involve “updating professional knowledge”. Furthermore, another expert had been interviewed by a psychologist from occupational health care. Once again, some harsh criticism of CMC Finland emerged. One expert felt that the way CMC Finland had treated him/her was unfair, while two other experts strongly criticized the lack of support on behalf of CMC Finland, as well as strongly criticized some of the personnel working in CMC Finland.

Secondly, the experts were asked what kind of support they would have required on their return. Four experts replied that they did not need support, one expert noted that “previous experience seems to be the best trainer”, and two experts left this question blank. On the other hand, two experts harshly criticized specific personnel working at CMC Finland, and noted that the “Crisis management centre does not have a person suited for giving support”, and “Listening would have been enough”. At the same time, however, some personnel were viewed positively and described as “refreshing [enlivening]”. In addition, one of these experts wrote that some personnel at CMC do not “know about police work”, even though “you could speak with them more easily”. Lastly, one expert would have wanted career management at his/her work place, “a more quickly organized, longer and continuous debriefing phase with the peer group, that is with the rest who had just returned”, as well as “Reality based descriptions of how different persons had experienced their return, both within their work and private life (peer stories)”.

Participation in a new mission

When asked whether the experts would like to participate in another mission, eight experts replied yes while two replied no. For the two experts who replied no, one expert wrote that s/he would apply for another mission “if the recruitment and communication was moved from the crisis management centre back to the supreme police command”, while the other expert could not really say why s/he would not participate in another mission, although s/he referred to some difficulties with CMC Finland and the fact that “No information can be elicited from anywhere about anything”.

For those experts who wanted to participate in a new mission, one expert did not reply to the question, while another expert had already applied for a new mission. For the rest of the experts, similar reasons came up as in the question about why these experts applied for a civilian crisis management mission: a break or change everyday work routines/ life, for motivation, pay and coping in an international environment/ expanding one’s skills of working in an international environment. In addition, one expert remarked that “My work in Finland is unrewarding, abroad you have considerably more respect and working in a crisis area seems to suit me”. Another expert also wrote that a new mission would allow him/her to offer his/her family new experiences, as well as personally broaden “in new areas”. In addition, one expert noted that his/her mission experience was good and “Nothing is planned, but I won’t say no. Let’s see sometime in the future”. Meanwhile, one expert replied that s/he “found the int.national community besides challenging, also cozy. In difficult situations you had to weight your and your colleagues’ skills in a completely different way than in “a ready world” in Finland, in which we live in”. Furthermore, during the mission this expert discovered some new positive aspects of him/herself, both as a private person and professionally. S/he felt that these new aspects which “Partly came up because of a different cultural environment” might be lost “in Finland if they are not used for long”, therefore making adjustment to Finland, and old existing roles, more difficult. Lastly, this expert summarized his/her experiences of the mission in the following manner:

During the mission you in a way experience a new birth and everyone starts from a clean slate – defining, to a certain extent, their own destiny again without history – also aware of the fact that the mission lasts a certain time – the issue at hand is not an eternal project.

Final comments

Lastly, the experts were asked if they had anything to add regarding their return of adjustment to Finland. These final comments included remarks about the questionnaire, or a further comment on a specific question, recommendations, as well as comments on the CMC Finland. For instance, one expert raised a very crucial point regarding the questionnaire, which must be considered in the discussion section of this thesis: “Many of the questions in this questionnaire contain the assumption for example about the need for support and this is why they [were] difficult to respond to”.

Meanwhile, one expert remarked that participating in a international operation should not be an obstacle for police in their careers, rather it “should be part of a career advancement plan”. This expert also compared the situation of police to the situation in the Finnish Defense Force, “in which an int. mission is essential for senior management”. Secondly, one expert recommended that “CMC should organize the debriefing course together with Polamk [The Police College] as soon as possible after returning home. Now the debriefing event was two months after returning home, which was well timed”.

Lastly, two experts made very harsh remarks about specific personnel at CMC Finland. For instance, one of these experts would have liked to see more humor, and a less serious attitude, from certain personnel at CMC Finland.

9.2 Introducing a conceptual framework of the repatriation process

On the basis of research findings from academic research of the repatriation process and the researcher’s own understanding of these findings a new, more holistic, conceptual framework of the repatriation process emerged, which can be seen in Figure 4. This framework represents the whole repatriation process, which involves three stages: before the expatriate assignment, the expatriate assignment, and repatriation. Together these three stages form the repatriation experience.

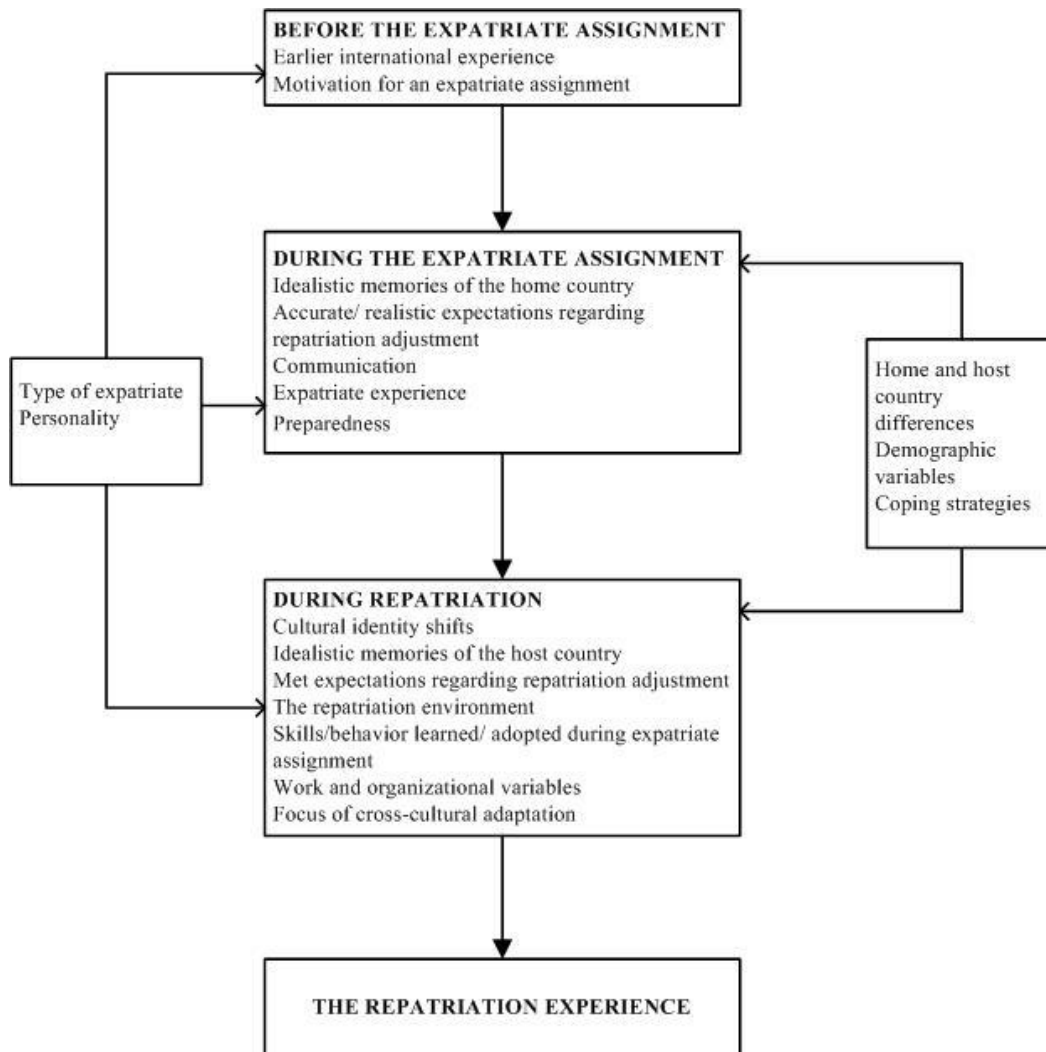


FIGURE 4. The repatriation process (a new conceptual framework)

Next, each stage of the repatriation process and the specific variables related to each dimension of repatriation adjustment (repatriation adjustment to work, interaction with home nationals, and the general environment) will be presented. The likely influence of each variable on the three dimensions of repatriation adjustment will be illustrated using the following symbols: + to indicate a positive influence, and – to indicate a negative influence.

9.2.1 Before the expatriate assignment

Earlier international experience

Research on the influence of prior international experiences on the repatriation process has mainly dealt with the level of adjustment to the host country, and conflicting evidence has

been discovered, i.e. high adjustment to the host country makes repatriation adjustment more difficult or high adjustment to the host country facilitates repatriation adjustment (cf. Sussman 2000). One possible explanation for the conflicting information could be the fact that repatriation adjustment is multifaceted, therefore many variables are at play in this process. For one individual, the sum of variables having a positive influence on repatriation adjustment may be greater than the sum of variables having a negative influence on repatriation adjustment, therefore suggesting that earlier international experiences facilitates repatriation adjustment, while for another individual, the sum of variables negatively influencing repatriation adjustment may be greater than the sum of variables positively influencing repatriation adjustment, thus resulting in earlier experiences hindering repatriation adjustment. Indeed, this all goes to show that the repatriation process truly is complex and dynamic, and it is the interplay of these variables which will influence the whole repatriation experience and outcomes! Therefore, this framework proposes that earlier international experience may either have a positive or a negative influence on repatriation adjustment.

Motivation for an expatriate assignment

Empirical research has indicated that an interest in an expatriate assignment will positively influence repatriation adjustment to the organization (Suutari & Välimaa 2002). Therefore, this framework will also propose that an interest in the expatriate assignment will positively influence repatriation adjustment to work. Secondly, it has been suggested that the reasons why an individual participates in an expatriate assignment will influence the expectations one has regarding repatriation adjustment, although this has never been empirically investigated (Hyder & Lövblad 2007). This framework will go further and propose that an individual's motivators for going on an international assignment, named assignment motivators in this framework, will influence different dimensions of repatriation adjustment. For example, an individual's assignment motivator for participating in an expatriate assignment could be experiencing new cultures and meeting new people. If this motivator was achieved during the expatriate assignment then the individual may be happy to return home after a successful assignment, thus facilitating repatriation adjustment. On the other hand, an achieved assignment motivator may have increased an individual's "hunger" for new experiences, making the home country seem boring and quiet on return, therefore making repatriation adjustment more difficult. Meanwhile, if the motivator was not achieved during the expatriate assignment, the individual may feel disappointed with the whole expatriate assignment and

him/, making the return home more than welcome, therefore facilitating repatriation adjustment. On the other hand, this disappointment could radiate into the repatriation process, thus making repatriation adjustment more difficult. Therefore, this framework will propose that assignment motivators can either have a positive or negative influence on the repatriation process.

Summary

A summary of the propositions of this new framework which will influence the stage “before the expatriate assignment” of the repatriation process can be seen in Table 19.

TABLE 19 Variables influencing the stage “before the expatriate assignment” of the new conceptual framework

BEFORE THE EXPATRIATE ASSIGNMENT	INFLUENCE ON REPATRIATION ADJUSTMENT TO		
	Work	Interaction with home nationals	General environment
Earlier international experience	+/-	+/-	+/-
Motivation for the expatriate assignment			
Freedom to accept the assignment/ interest in the assignment	+		
Assignment motivators	+/-	+/-	+/-

9.2.2 During the expatriate assignment

Idealistic memories of the home country

It has been suggested that sometimes expatriates have more idealistic or glamorous memories of the home country than what the reality was like (cf. Andreason & Kinneer 2005). Therefore, this framework proposes that idealistic memories of each dimension of repatriation adjustment (adjustment to work, interaction with home nationals, and the general environment) will have a negative impact on adjustment to each of these dimensions respectively, i.e. idealistic memories of work will negatively influence repatriation adjustment to work.

Accurate/ realistic expectations regarding repatriation adjustment

It has been proposed that expectations will influence repatriation adjustment (Hyder & Lövblad 2007). Therefore, this framework will propose that realistic expectations of repatriation adjustment to work, interaction with home nationals, and the general environment, will positively influence repatriation adjustment to work, interaction with home nationals, and the general environment, respectively. For instance, realistic expectations regarding adjustment to work will positively influence repatriation adjustment to work.

Communication

The influence of communication behavior has been proposed to relate to repatriation adjustment, although the empirical findings of Cox (2004) did not support this proposition. Nevertheless, this framework will propose that frequent interpersonal communication with family and friends (cf. Cox 2004) will positively influence repatriation adjustment to interaction with home nationals and adjustment to the general environment, while frequent interpersonal communication with the home organization (cf. Cox 2004) will positively influence repatriation adjustment to work and interaction with home nationals. In addition, frequent mass communication, such as television, radio and magazines (cf. Cox 2004), will positively influence all three dimensions of repatriation adjustment.

Expatriate experience

Research has suggested that satisfaction with the expatriate assignment will influence repatriation adjustment, although the study of Suutari and Välimaa (2002) did not support this proposition. Nevertheless, this framework will propose that higher satisfaction with each dimension of the expatriate assignment (adjustment to work, interaction with host nationals, and the general environment) will either positively or negatively influence each dimension of repatriation adjustment respectively.

In terms of the influence of high adjustment to the host country and repatriation adjustment, research has found conflicting information. Therefore, this framework will propose that high adjustment to the host country will either have a positive or negative influence on repatriation adjustment. Research has also found that the length of the expatriate assignment will

negatively influence all dimensions of repatriation adjustment (Gregersen & Stroh 1997). Therefore this framework will also propose that a long assignment will negatively influence all dimensions of repatriation adjustment. Lastly, the influence of the expatriate environment shall be discussed. This factor is likely to be very important in the repatriation of civilian personnel in civilian crisis management missions, since the environment in post-conflict zones can be difficult, highly challenging and even dangerous. A stressful expatriate environment may negatively influence the expatriate's professional or personal life, especially if an expatriate experiences near death experiences. If expatriates have no opportunities to recount and process these emotions/experiences, then these emotions/experiences will still influence the expatriate on their return home. As was mentioned in the introduction, the stress of a peacekeeping mission was released in the wrong way, resulting in the death of two individuals and injury to one (Bergqvist 1/2008). For these reasons, this framework proposes that a highly stressful, dangerous and difficult expatriate environment will negatively influence all dimensions of repatriation adjustment.

Preparedness

Sussman (2001) has found that the level of repatriation preparedness influences psychological repatriation distress. Therefore, this framework will propose that higher repatriation preparedness will positively influence all dimensions of repatriation adjustment.

Summary

A summary of the propositions of this framework which will influence the stage "during the expatriate assignment" of the repatriation process will be presented in Table 20.

TABLE 20. Variables influencing the stage “during the expatriate assignment” of the new conceptual framework

DURING THE EXPATRIATE ASSIGNMENT	INFLUENCE ON REPATRIATION ADJUSTMENT TO		
	Work	Interaction with home nationals	General environment
Idealistic memories of the home country			
regarding work	-		
regarding interaction with home nationals		-	
regarding the general environment			-
Accurate and realistic expectations regarding repatriation adjustment			
to work	+		
to interaction with host nationals		+	
to the general environment			+
Communication			
Frequent interpersonal communication with family and friends		+	+
Frequent interpersonal communication with the home organization	+	+	
Frequent mass communication with home (i.e. magazines, movies, television, radio, internet)	+	+	+
Expatriate experience			
High satisfaction with the expatriate assignment	+		
High adjustment to the host country	+/-	+/-	+/-
Long expatriate assignment	-	-	-
Stressful, dangerous and difficult expatriate environment	-	-	-
Higher levels of repatriation preparedness	+	+	+

9.2.3 During repatriation

Cultural identity shifts

Research has demonstrated that subtractive and additive cultural identity shifts result in increased repatriation distress, while an affirmative shift results in decreased repatriation distress (Sussman 2001 & 2002). Therefore, this framework proposes that subtractive and additive identity shifts will negatively influence all dimensions of repatriation adjustment

while affirmative and global shifts will positively influence all dimensions of repatriation adjustment.

Idealistic memories of the host country

It has been suggested that some expatriates have more idealistic or glamorous memories of the host country or expatriate experience, than what the reality was (cf. Andreason & Kinneer 2005). Therefore, this framework proposes that idealistic memories of the host country will negatively influence all dimensions of repatriation adjustment.

Met expectations regarding repatriation adjustment

Hyder and Lövblad (2007) have proposed that met expectations regarding each dimension of repatriation adjustment will influence the fulfillment of expectations of each dimension. Therefore, this framework proposes that met expectations regarding all three dimensions of repatriation adjustment will respectively positively influence each dimension of repatriation adjustment, i.e. met expectations regarding adjustment to work will positively influence repatriation adjustment to work.

The repatriation environment

The repatriation environment has been proposed to influence repatriation adjustment. Time since returning home has been found to positively influence repatriation adjustment, while a decrease in living conditions/social status have been found to negatively influence, or have no influence at all, on repatriation adjustment (cf. Gregersen & Stroh 1997; Suutari & Välimaa 2002). Therefore, this framework proposes that a longer time since returning home, as well as similar living conditions/ social status as during the expatriate assignment, will positively influence all dimensions of repatriation adjustment. In addition, repatriation literature has noted that family and friends are often uninterested in the repatriate's expatriate experiences (cf. Andreason & Kinneer 2005). Therefore, this framework proposes that a good reception from family/ friends, i.e. friends and family showing an interest in the repatriate's experience, will positively influence adjustment to interaction with home nationals and adjustment to the general environment, while a good reception from the home organization, i.e. taking interest in the repatriate will positively influence repatriation adjustment to work.

Skills/ behavior adopted during the expatriate assignment

Suutari and Välimaa (2002) hypothesized that skill utilization on return would positively influence repatriation adjustment to work, although they found no support for this claim. On the other hand, Black and Gregersen (1999) present the experiences of an expatriate who worked in Saudi-Arabia: on return home, the repatriate was “frequently scolded” (Black & Gregersen 1999, 60) for applying the Saudi-Arabian way to his home organization, and this combined with having to wait for a permanent assignment resulted in this repatriate leaving the company and joining a competitor (Black & Gregersen 1999, 60). Therefore, this framework proposes that the new skills/behavior learned or adopted during the expatriate assignment, and their utilization in the home country, can either positively or negatively influence all three dimensions of repatriation adjustment. This is because some new skills/behavior, such as learning to interact with individuals from different cultures, may facilitate repatriation adjustment, while those new skills/behaviors, which are unaccepted in the home country, will inhibit repatriation adjustment.

Work and organizational variables

Research has identified a number of work and organizational variables which influence repatriation adjustment (cf. Chapter 6). Accordingly, this framework proposes that the following variables will positively influence repatriation adjustment to work: a weakly constraining repatriation situation, availability of career development opportunities, such as promotions, utilization of skills developed during the expatriate assignment, role discretion, role negotiations, role clarity, provision of repatriation support practices, and task interdependence between the home and host assignment tasks. On the other hand, role conflict and role novelty are proposed to negatively influence repatriation adjustment to work.

Focus of cross-cultural adaptation

Lastly, this framework proposes that the focus of the cross-cultural adaptation will either positively or negatively influence repatriation adjustment. This is because in the study on expatriates in the Israeli-Palestinian context, Siljanen and Lämsä (in press) remark that cross-cultural adaptation is a dynamic process which is influenced by the focus of adaptation. Therefore, this framework proposes that the focus of repatriation adaptation will either

positively or negatively influence repatriation adjustment. For instance, if the repatriate's focus of cross-cultural adaptation is on the international community, rather than on the home society, then the repatriate is likely to place less relevance on repatriation adjustment to interacting with home nationals than a repatriate whose focus of cross-cultural adaptation would be on the home society. Therefore, a repatriate whose focus is on the international community may be less influenced by a poor reception by the home society than would a repatriate whose focus of cross-cultural adaptation is on the home society.

Summary

Table 21 summarizes the variables which have been proposed to relate to the stage "during repatriation" of the repatriation process.

TABLE 21. Variables influencing the stage “during repatriation” of the new conceptual framework

DURING REPATRIATION	INFLUENCE ON REPATRIATION ADJUSTMENT TO		
	Work	Interaction with home nationals	General environment
Cultural identity shifts			
subtractive/ additive	-	-	-
affirmative/ global	+	+	+
Idealistic memories of the host country			
regarding the expatriate assignment	-		
regarding interaction with host nationals		-	
regarding the expatriate general environment			-
Met expectations regarding repatriation adjustment			
to work	+		
to interaction with home nationals		+	
to the general environment			+
The repatriation environment			
Longer time since returning home	+	+	+
Good reception back from family and friends		+	+
Good reception back from the home organization	+	+	
Similar living conditions as during the expatriate assignment	+	+	+
Similar social status as during the expatriate assignment	+	+	+
New skills/behaviors learned during the expatriate assignment	+/-	+/-	+/-
Work and organizational factors			
Weakly constraining repatriation situation	+		
Career development opportunities are available	+		
Skills developed during the expatriate assignment are utilized and role discretion/negotiations/clarity	+		
Role conflict/ role novelty	-		
Task interdependence between home and host assignment tasks	+		
Provision of repatriation support practices	+		
Clear repatriation policies	+		
Focus of cross-cultural adaptation	+/-	+/-	+/-

9.2.4 The whole repatriation process

Lastly, let us discuss those variables which influence the whole repatriation process.

Type of expatriate

This framework proposes a new variable which will influence repatriation adjustment: type of expatriate. This framework will incorporate the research findings of Siljanen (2007), who identified four different types of expatriates: global careerists, balanced experts, idealizers and drifters (Siljanen & Lämsä in press; Siljanen 2007). While the aforementioned study focused on expatriation, this framework proposes that the type of expatriate will also be important during all the stages of repatriation. Therefore, this framework proposes that global careerists, balanced experts and idealizers will have an easier time adjusting back to the home country than drifters.

Personality

Leiba-O'Sullivan (2002) has proposed that a Big Five personality will influence proactive behavior. This framework will go further and propose that a Big Five personality, i.e. "extraversion, conscientiousness, openness to experience, emotional stability, and agreeableness" (Leiba-O'Sullivan 2002, 608) will positively influence all stages of the repatriation process, as well as all dimensions of repatriation adjustment.

Summary

Table 22 summarizes all the variables which this framework has proposed to be related to the whole repatriation process.

TABLE 22. Variables influencing the whole repatriation process of the new conceptual framework

FACTORS INFLUENCING THE WHOLE REPATRIATION EXPERIENCE	REPATRIATION ADJUSTMENT TO		
	Work	Interaction with home nationals	The general environment
Type of expatriate			
Global careerist	+	+	+
Balanced expert	+	+	+
Idealizer	+	+	+
Drifter	-	-	-
Big Five Personality	+	+	+

9.2.5 Multiple stages of the repatriation process

Lastly, let us discuss factors influencing only two stage of the repatriation process: during the expatriate assignment and during repatriation.

Differences between the home and host countries

Research has proposed that differences between the home and host countries will influence repatriation adjustment (cf. Sussman 2000; Suutari & Välimaa 2002). Therefore, this framework proposes that high cultural novelty and distance (as defined by Hofstede 1991) will negatively influence repatriation adjustment both during the expatriate assignment and during repatriation.

Demographic variables

Empirical research has found that younger age will either negatively or positively influence repatriation adjustment (cf. Gregersen & Stroh 1997; Suutari & Välimaa 2002). In addition, the following variables have been suggested to influence repatriation adjustment: single marital status, female gender and higher educational level, although research findings provide varying support. Therefore, this framework proposes that all these variables will either positively or negatively influence repatriation adjustment.

Coping strategies

Herman and Tetrick (2009) have found that problem-focused coping strategies (i.e. relationship building, exploration) were positively related to repatriation adjustment to work and interaction with home nationals, while emotion-focused coping strategies (i.e. withdrawal, resignation) were negatively related to all dimensions of repatriation adjustment. Therefore, this framework will suggest that problem-focused strategies will positively influence repatriation adjustment, while emotion-focused strategies will negatively influence repatriation adjustment.

Summary

Table 23 summarizes those variables which this framework proposes to be related to two stages of the repatriation process: during the expatriate assignment and during repatriation.

TABLE 23. Variables influencing the stages “during the expatriate assignment and repatriation” of the new conceptual framework

FACTORS INFLUENCING THE EXPATRIATE ASSIGNMENT AND REPATRIATION			
Differences between the home and host countries			
High cultural novelty	-	-	-
High cultural distance	-	-	-
Demographic variables			
Younger age	+/-	+/-	+/-
Single marital status	+/-	+/-	+/-
Female gender	+/-	+/-	+/-
Higher educational level	+/-	+/-	+/-
Coping behaviors			
Emotion-focused	-	-	-
Problem-focused	+	+	+

10 DISCUSSION

10.1 Exploring the repatriation of Finnish experts

10.1.1 Weaknesses of the questionnaire

Since some of the responses in the questionnaire related to the content of the questionnaire, this sub-chapter will briefly discuss the content of the questionnaire. Firstly, the remark of one expert regarding the underlying assumption in the questionnaire about the need for support must be considered. The expert was correct in his/her remark: this questionnaire was based on the assumption that Finnish experts would require support, possibly even more support than they were offered, on their return. This assumption derived from current theoretical knowledge of repatriation, as well as the researcher's own experiences. When conducting the literature review, study after study and article after article stressed the fact that repatriation is often seen as more difficult than adjustment to the foreign country, and that many repatriates do not receive enough support (cf. Chapter 6). Therefore, it seemed logical that this would be the case also for Finnish experts. However, this brings us to one vital weakness of the questionnaire: the questions were not phrased in the best possible way. Even if there was an underlying assumption (or hypothesis) that Finnish experts experienced a difficult repatriation, and therefore required support, an experienced researcher would have the ability to design and phrase questions in such a way that the questions are not guiding.

It is also important to bring forth the comments of three experts regarding the questionnaire:

- Question 16 “I was satisfied with the operation”, to which one expert noted that “there are some parts which you can be happy with, but other parts which did not work”
- Question 24 “In your own words describe one positive and one negative experience regarding your adjustment to Finland”, to which one expert replied “The question contains an assumption, which is not true in my case. There were no especially negative experiences”
- Question 28 “My work place was...”, to which one expert replied “The work place and its people are two different things: on a personal level for example interest and respect has been primarily positive and very positive, while in the work place level-

which culminates to the managerial level- no positive consequences of being on the mission are detected”.

Another weakness of this questionnaire was the fact that it was quite long (it contained 55 questions). However, here it is important to note that 1) none of the experts commented on the length of the questionnaire, 2) the response rate was extremely high, 83 per cent (N = 10), and 3) all the experts replied to all, or most, of the questions in the questionnaire. However, the credit here does not go to the researcher’s ability to design a good questionnaire but rather to the motivation and interest of the experts!

10.1.2 Validity and reliability

This sub-chapter will briefly discuss the validity and reliability of the study, which are both important issues to consider in every study. In terms of validity, which refers to how well the study method or specific meter measured what it was originally set out to measure (Hirsjärvi et al 2004, 216), there were some problems with the phrasing of questions; therefore, some of the responses may not exactly reflect what was asked. For instance one expert noted that there is a difference between the work place and work colleagues: hence in questions which ask about the work place, there is no way of telling if the expert’s replies refer to the work place, the management, or their work colleagues. Therefore, if this questionnaire was conducted in another group of Finnish experts, the answers could be very different if these experts understand the work place to mean something different than the Finnish experts in this pilot study.

As for reliability, which looks at whether the measurements can be repeated (Hirsjärvi et al 2004, 216), the theoretical basis and methodology of this study have been clearly described which make it possible to repeat this study. Here it is important to note that the questionnaire was designed on the basis of 1) current theoretical frameworks and models of repatriation, and 2) empirical findings of repatriation. Therefore, once one becomes familiar with this literature, it is possible to understand the logic behind the questionnaire.

Lastly, one issue which must be considered is whether the results of this pilot study can be generalized to other civilian personnel. The answer to this question has to be a firm no, because the sample size in this study was extremely small. In the defense of the researcher it

must be remarked that in the beginning of the research it seemed that the number of repatriated Finnish experts would be higher than what the reality was like. For this reason, a questionnaire was thought to be a good method for data collection, not only because one could collect data from a large sample size but also because this method was one which the researcher felt most comfortable using. However, when the time came to send the questionnaire, it became apparent that the number of repatriated Finnish experts was very low. In these unfortunate circumstances, which probably every researcher has faced in their own research, the researcher had to make a choice: start all over again or collect data from the study group which was available. Regardless of the sample size, the researcher decided to carry on with the study, since the repatriation of Finnish experts had not been systematically studied before. Whatever the results of the study, these results would still be useful.

Nevertheless, it must be concluded that because of the small sample size it is impossible to say whether the findings of this study reflect the repatriation of other Finnish civilian personnel. On one hand, police represent a very unique and tightly knit group; therefore the repatriation of this group may be completely different to the repatriation of other Finnish civilian personnel, such as rule of law experts. On the other hand, other Finnish civilian personnel participate in similar missions in similar post-conflict zones; therefore their repatriation may have similar aspects to the Finnish experts in this study. Therefore, the findings of this study may be indicative of the repatriation of other Finnish civilian personnel, or they may not. In addition, it must be noted that the conclusions reached from the results of this pilot study are merely suggestions, which aim to explain the repatriation of Finnish civilian crisis management personnel. In addition, this descriptive pilot study could serve as a preliminary study for a larger study on the repatriation of Finnish experts.

10.1.3 The questionnaire as a research tool

Since the questionnaire was designed specifically for this pilot study, the relevance and success of the questionnaire as a research tool must be discussed. One factor which made it difficult to design the questionnaire was the fact that repatriation is multi-faceted. For this reason, many variables were related to the repatriation process and therefore it was important that the questionnaire dealt with the most important variables related to the repatriation process. Meanwhile, the simplicity and restrictions of the Lotta- survey tool also made it difficult to design the questionnaire. For instance, there was a limitation on how long the

Excel tabulated text could be; therefore the questionnaire had to be shortened. If one wanted a longer questionnaire then it should have been carried out in two separate questionnaires in such a way that when the first questionnaire was filled in the Lotta- survey tool provided an internet link to the next questionnaire. However, this tool could not link the two questionnaires together, unless some kind of identification system was created (such as a question asking the experts name). Since the anonymity of the Finnish experts was important in this study, using the expert's name to link the responses to the two questionnaires together was out of the question: therefore, the questionnaire was shortened. In addition, there were technical restrictions on what kind of questions could be designed. For instance, if a question included multiple options, these were listed horizontally. However, if one had over five options, viewing the questionnaire on the internet became difficult. For this reason, many of the questions in this questionnaire had to be combined, i.e. Question 3 in which "divorced" and "widowed" were combined. Therefore, if the repatriation of Finnish experts were to be investigated again using a self-reported questionnaire, the researcher recommends that another survey tool be used.

Next, let us discuss the success of the questionnaire and whether it could be used by other researchers. On one hand, as has already been discussed, there were some problems with the phrasing of specific questions. On the other hand, this questionnaire managed to encompass the most important variables related to the repatriation process. Therefore, the researcher suggests that this questionnaire could be used again if some major modifications were made to some specific questions, for instance those questions regarding the work place, cultural identity and support practices.

10.1.4 Results of the questionnaire

Before considering the discussion of the results, the researcher would like to remind the reader that all the conclusions offered on the basis of the results of this study are merely suggestions, rather than concrete facts. The following sub-chapters will present key suggestions, or hypotheses if you like, which emerge from 1) the study findings, 2) academic research of repatriation (empirical findings and theoretical models/ frameworks), and 3) the researcher's own understanding of the repatriation phenomenon. In addition, as the implications chapter will suggest, further research must be conducted on other Finnish experts

in order to determine whether these suggestions hold true for other Finnish experts, or even civilian personnel from other nationalities!

Finnish experts

Before discussing the results of the questionnaire in light of the three aims, let us consider some key characteristics of the Finnish experts who responded to this questionnaire. Firstly, the experts seem to be highly motivated and interested in the repatriation phenomenon, as well as their recent civilian crisis management mission, as the high response rate of 83 per cent (N = 10), and the fact that the experts replied to all, or most, of the questions in the questionnaire, clearly demonstrates. Here, the timing of the data collection may be an important explanatory factor: eight of the experts had returned to Finland between three weeks and four months ago, while the remaining two experts had returned nearly twelve months ago and one year ago (Table 14).

Secondly, the experts appear to be very professional, skilled and qualified individuals. This can be observed from the experts' educational levels and occupations (Tables 11 and 12), in addition to some of the expert's comments, for instance the following comment: "It appears that you can throw a Finnish police to any job and it will get done. We Finns received very positive feedback from the mission both from colleagues and from the mission's management and we knew we were doing a good job and results [or outcomes]". In addition, this can also be seen from the fact that eight of the experts had previous international experience, which had lasted from one year to nearly ten years.

Thirdly, the age of the experts is discussed: all the experts are above the age of 35, and most are in their late 40s (Table 9). The study of Suutari and Vålímáa (2002) found that age was significantly negatively correlated with general adjustment for a group of Finnish economic graduates: one explanation which they proposed for this was age racism in Finland, i.e. younger people being favored over older people. Although no correlations were calculated in this study, it appears that in this group of Finnish experts, age racism did not occur. One explanation for this could be that in the recruitment of civilian personnel for civilian crisis management missions, age is not such a relevant factor, rather the work experience and skills of the experts are more important.

“How did these Finnish experts experience the civilian crisis management mission and the repatriation process?”

The results of this study reveal four key characteristics regarding the experts' experiences of the civilian crisis management mission and repatriation: pro-activity, professional attitude, smooth experience and negative work conditions. Firstly, the pro-activity of the experts can be seen from their responses to questions regarding their latest mission: the motivation for participating in the mission came from themselves, and for seven of the experts the latest mission was not their first: they had participated in two to seven missions before. In addition, the experts' pro-activity can also be seen from their reasons for participating in the mission. Those four experts, who participated in the mission in order to have a break from everyday life/ work, seem to actively mold their lives in order to make it “their own”. That is, these experts do not conform to the demands of the environment around them and get stuck in a rut, so to speak; rather, they not only actively seek opportunities but also accept them courageously. In addition, the other experts also express pro-active behavior: they participated in the mission, for example, to develop language skills, gain experience of an international environment and self-motivation. The pro-activity of these experts can also be seen from their communication behavior (Table 13): the experts actively kept in contact with their family and friends and were active in keeping their knowledge of current affairs occurring in Finland updated. However, the experts were less active in keeping in contact with their work.

Secondly, let us discuss the professional attitude and the smooth experience of the experts. The results of the study reveal that the civilian crisis management mission and the repatriation process went smoothly for most of the experts: eight out of the ten experts were satisfied with their latest mission, and six out of the ten experts adjusted back to Finland very well. In all, the results of this study seem to indicate that the experts possess a very realistic and professional uptake to life, especially towards their job. The civilian crisis management mission is seen simply as a job, and maybe because the mission is short-term, temporary and in a post-conflict area, the experts do take much stress about adjusting to the host country, and are therefore less likely to go to great lengths in order to adjust to the host country. In addition, the expatriate environment probably does not encourage or welcome adjustment. This can also be seen from the fact that most of the experts did not experience any major changes in their cultural identity, although one expert did feel like an outsider in Finland and in the host country (Table 15). However, here it must be noted that the question devised to

measure cultural identity is probably insufficient in measuring shifts in cultural identity and thus the results of this questionnaire should not be taken too seriously. Meanwhile, because the experts know that they will not reside in the host country for long, their hearts remain in Finland, i.e. they know their lives are in Finland, and thus on return, these experts do not experience any major difficulties. This can be seen from the fact that most of the experts did not have any major expectations about returning back to Finland, no major changes occurred in the way the experts family, friends or co-workers treated them, and no major changes occurred in the experts' relationships with family, friends and co-workers. Furthermore, the main factors which facilitated repatriation adjustment of these experts were family and old routines, while repatriation adjustment was made difficult by a number of different factors. Lastly, the mission did not have a major influence on the experts' health, although for two experts the mission had left them feeling quite tired in terms of their mental endurance. Therefore, at least for this group of experts, it seems that there is no danger of stress being released in the wrong manner following a mission, as was discussed in Chapter 1. In addition, Finnish experts may not be of such public health importance as the introduction stated.

Lastly, let us discuss the negative work conditions of the experts. As was expected because of the legislation in Finland, nine of the experts returned to the same job they had before the civilian crisis management mission. The propositions regarding the experts work were less than favorable (Table 16), but were quite expected based on previous studies of the repatriation process: the work place was not interested in the experts experiences abroad, did not recognize or value the experts' experience, did not utilize the experts' new skills, and did not give the experts promotional opportunities on their return. In addition, most of the experts felt that they could not influence their job tasks, and most were not very satisfied with the way in which their work place received them back. Furthermore, six experts completely disagreed with the proposition that "the operation positively influenced their career" (Table 16). Consequently, only four experts had considered leaving their job on return, and the reasons for leaving included searching for new challenges, the lack of career advancement opportunities and a poor reception from work. Nevertheless, only one expert had actually changed his/her job on return, although s/he was not very satisfied with the new job. Here, however, it must be noted that on one hand the current financial situation probably influences the experts' decision to stay in the same job (as one expert noted), yet on the hand you can go on civilian crisis management missions from police work (as one expert noted). Therefore, the results of this study indicate that the mission did not have a positive influence on the experts'

careers, and as previous studies of repatriation have demonstrated, the repatriates' home organizations were unsuccessful in welcoming their repatriates back. Taken this into consideration, it may be a little bit surprising that eight of the experts would like to participate in another civilian crisis management mission. However, when you think about this more carefully, it is not so surprising: the experts often have more duties and responsibilities during a civilian crisis management mission and they are probably valued more in the mission in comparison to the home organization. Therefore, when the home work place becomes stagnant and unexciting, the experts can apply for a new civilian crisis management mission, where they can better put their numerous skills and talents into practice.

“What assistance was offered to these experts during the civilian crisis management mission and the repatriation process, and did these experts feel that they needed any assistance?”

The results of the study demonstrate that the Finnish experts seemed to have received enough support before the mission. In addition, when asked if the experts would have required any additional support before the mission, most of the experts replied that they had received enough support or did not require more support, although two experts would have wanted a more thorough briefing of the mission and the local environment. Meanwhile, the results of this study show that most of the experts did not receive that much support on their return, although seven of the experts had an opportunity to share their feelings and experiences of the mission with a professional. On the other hand, when asked if these experts would have required any additional support, four experts replied that they did not need any support and one expert would have wanted better career management and peer stories. In addition, two experts did note that they had not received support from CMC Finland, and that the “Crisis management centre does not have a person suited for giving support”. Therefore, as a whole, it seems that these Finnish experts did not really require much support on their return, and considering that these experts are so proactive themselves, they would probably have sought help themselves if they would have required any help.

Next, let us discuss the debriefing provided by CMC, which eight of the experts had attended. Of those who had attended the debriefing only three experts found the event useful and those four experts who did not find the debriefing useful gave very harsh criticism of CMC personnel and the debriefing, which needs to be discussed here. Firstly, an interesting

recommendation rises from the results of this study: two of the experts very strongly feel that it was a mistake to move the recruitment, training and repatriation of civilian police for civilian crisis management missions from the Ministry of the Interior to CMC Finland. For instance, one expert criticized CMC Finland for “lacking the skills and know-how, which the supreme police command has”, and suggested that the “the int. tasks of police should be moved back to the hands of the supreme police command”. In addition, four experts expressed very strong and harsh criticism of the personnel at CMC Finland.

But what could explain this highly negative criticism and should any action be taken in light of this criticism? One of the criticisms which CMC Finland received was that it does not have any idea about police work. Here the background of the situation is necessary: in 2008 “the operational functions of domestic capacity building” (Ministry of the Interior 2008, 9) under the responsibility of the Ministry of the Interior were transferred to the CMC Finland. Hence, when the experts refer to the transition from the “supreme police command” to CMC Finland, they refer to the Police Department at the Ministry of the Interior. Here the reply of one expert describes the expertise of the Supreme Police Command at the Ministry of the Interior: “The police supreme command has a strong experience of sending to operations; the service worked excellently”. Therefore, for two experts it seems that the service they received from the Ministry of the Interior was higher in standard than the service they received from the CMC Finland.

Next, let us consider the very negative and harsh criticism which four experts gave of specific personnel at CMC Finland. This criticism mainly concerned the attitudes and skills of specific personnel. Although the following chapter will discuss the implications of these findings, a few words are necessary here. As 40 per cent of the Finnish experts gave such negative criticism of specific personnel at CMC Finland, it seems probable that there is a word of truth in these experts’ comments. The question remains, are these comments specific for Finnish experts who have worked as police officers during a civilian crisis management mission, or are these views more widespread among other Finnish experts?

“Can current theoretical knowledge of the repatriation process explain the repatriation of Finnish experts?”

The empirical findings of this study seem to indicate that the repatriation of Finnish experts cannot be explained by current theoretical knowledge of the repatriation process. As has already been stated, the repatriation process of these Finnish experts went quite smoothly and most of these experts did not experience any repatriation adjustment problems. However, since the work conditions of these experts on their return were less than favorable, it seems that at least where work is concerned, current theoretical knowledge of the repatriation process may explain the experts' repatriation adjustment to work. On the other hand, because the sample size in this study was so small, no concrete conclusions can be made about the repatriation of Finnish experts. The only conclusions which can be reached on the basis of this study was, that at least for this group of Finnish experts, current theoretical knowledge of the repatriation process could not explain their repatriation. However, as the next chapter will discuss, these findings raise extremely valuable areas for future research.

10.2 Introducing a conceptual framework of the repatriation process

In presenting a new conceptual framework of the repatriation process, this thesis fills a gap in academic research of repatriation. When the researcher first began to examine the repatriation phenomenon, she felt completely overwhelmed, and at times confused, about the complexity of the whole repatriation process. The more she read about this phenomenon, it seemed that the list of variables relating to the repatriation process were endless. In addition, it seemed that most of this research was still on a hypothetical level, and that very little had actually been empirically proven to be causally related to the repatriation process. Or, as was the case with certain variables, empirical findings had discovered conflicting results. Therefore, this new conceptual framework offers a more holistic view of the repatriation process, which includes all the different variables which relate to the repatriation process. In addition, this framework contributes to unraveling the repatriation process by proposing new variables, which could be related to the repatriation process.

However, it is important to stress two key points, which have emerged in this new conceptual model: the complexity and dynamism of the repatriation process. As the theoretical background of this thesis demonstrated, many variables are related to the repatriation process;

hence repatriation adjustment is multifaceted and complex. In addition, it is not one variable alone which can completely explain the outcomes of the repatriation process, or predict how an individual will experience their repatriation adjustment, rather it is the interplay of these variables which together will influence the outcomes of the repatriation process and how an individual will experience their repatriation adjustment. This can be illustrated with the aid of the following example.

Consider two individuals who are participating in exactly the same expatriate assignment, for example a civilian crisis management mission, and who have the same educational background, age, profession, and the same amount of previous international experience. These individuals are therefore in the same expatriate environment, which in the case of a civilian crisis management mission is often unstable and even dangerous. The story goes on. During this mission both individuals are involved in the same near death situation. On their return back to their home country, however, only one of these individuals' experienced repatriation adjustment difficulties. What explains these difficulties? Well, it could be that the stress of the near death experience was still haunting one of the individuals, while the other individual, due to his/her personal resources, had been able to process this experience already during the mission. On the other hand, it could be that both individuals were still thinking about this near death experience on their return. However, on return, one of these individuals had a smooth repatriation adjustment, i.e. friends and family warmly welcomed him/her back, the home organization utilized his/her newly acquired skills, s/he was happy to be back, and so on, while the other individual experienced the opposite. Thus, for one of the individuals the number of negative experiences was so overwhelming that s/he experienced repatriation adjustment problems, while for the other individual, the number of positive experiences outweighed the negative experiences and s/he experienced no repatriation adjustment problems. Or, this story could take a different route: both individuals experienced many negative experiences during their repatriation, yet one individual still felt that s/he did not experience any repatriation adjustment problems and found the repatriation process easy, while the other individual felt that his/her repatriation process was extremely difficult.

The aforementioned story also stresses the importance of individual variables in the repatriation process. Especially interesting is an individual's subjective experience of the repatriation process, and the way s/he perceived this process. Furthermore, it seems that the personality of an individual and his/her ability to cope with and manage difficult life

experiences both have a major influence on the repatriation process. Therefore, while this new conceptual framework provides a much needed overview of the whole repatriation process, the researcher still has the feeling that there is still a long way left to go before an extensive theoretical explanation of the repatriation process is established. In any case, this new conceptual framework provides a useful starting point in this respect, because the repatriation process is divided into three distinct stages: before the expatriate assignment, during the expatriate assignment and during repatriation. In a way these three stages are more representative of the whole repatriation process than the original propositions of Black and his colleagues (1992), who divided repatriation adjustment into anticipatory and in-country adjustment.

On the other hand, this new conceptual framework is only a proposition. But is this proposition a likely one? Here, the principle Occam's razor, derived from the teachings of a Franciscan monk, William of Occam, may be useful (Erzinçlioglu 2006, 21). In his book on forensic science, Dr. Erzinçlioglu (2006) discusses this principle and summarizes it as follows: "If one is faced with a problem it is best to try and explain it without recourse to too many assumptions" (Erzinçlioglu 2006, 21). As has been stated previously, this new conceptual framework was constructed on the basis of current theoretical knowledge of the repatriation phenomenon, which included both theoretical and empirical research, and the researcher's own understanding of the phenomenon, which was mainly based on common sense and her own life's experiences. Therefore, the main aims of this new framework were that it would be simple, concise, and reflective of reality. In this respect, this new conceptual framework has achieved its aims: it is simple, concise, and seems to be a reasonable explanation of the repatriation phenomenon. In any case, this framework must be rigorously tested and depending on the empirical findings, either modified into a theoretical framework or rejected.

Lastly, the researcher would like to point out to the reader that even the suggestions of experienced researchers are imperfect. For instance, Sussman devised a model, the CIM, to explain changes in cultural identity (Cf. Chapter 6). In this model, a subtractive cultural identity shift results in the repatriate feeling less similar to his/her fellow country-men, and therefore the repatriate often befriends other repatriates. Meanwhile, an additive shift in cultural identity occurs when the repatriate feels more similar to the host, or foreign, country. Once this repatriate returns home, s/he dreams of returning to the host country, tries to uphold

some of the host culture behavior in the home country, i.e. hobbies, food preferences, and feels like an outsider in his/her home country. However, it seems to the researcher that these two shifts are almost identical, since in both cases individuals feel like outsiders in their own home country. Let us think about this issue for a minute: what makes an individual feel like an outsider in their own home country after they return from an expatriate assignment? Is it not because the individual has adopted new ways of thinking and behaving from the host country? If so, how do the subtractive and additive shifts in cultural identity differ? In any case, these last remarks were included in order to offer some food for thought and also to illustrate that, as in most human plans, weaknesses are almost inherent.

11 IMPLICATIONS

11.1 Exploring the repatriation of Finnish experts

The words of physicist Enrico Fermi come to mind here, “There's two possible outcomes: if the result confirms the hypothesis, then you've made a discovery. If the result is contrary to the hypothesis, then you've made a discovery” (Siljanen 2008). For although the sample size in this pilot study was small, the results of this study, in combination with current theoretical knowledge of the repatriation phenomenon and the researcher's understanding of this phenomenon, have raised many potentially fruitful areas for future research. However, as has already been stated, the implications stated in this sub-chapter are merely suggestions for future research.

Firstly, let us discuss those findings which related to the criticism of the CMC Finland. Although the criticism of specific personnel at the CMC Finland reflects the opinion of four experts, this number is still quite high. The question remains whether this criticism reflects the views of only this group of experts or if it is more widespread among all Finnish experts. In the defence of the CMC Finland it could be argued that this criticism is unsurprising because this organization is so new. However, considering that the CMC Finland is solely responsible for recruiting and training Finnish civilian personnel for civilian crisis management missions, the importance of tackling this criticism becomes even more important. For if this criticism is more widespread than this study shows, imagine what the consequences of this criticism can be: if Finnish experts have a very negative view of the CMC Finland, they will not want to apply for civilian crisis management missions and then Finland cannot provide the required number of civilian experts to international organizations. Therefore, the recommendations for the CMC Finland are:

- Investigate this issue further by determining what the view of other Finnish experts is.
- Self-reflection (this applies for each specific person working at CMC Finland, as well as for the whole personnel).
- Internal meetings and even meetings with the Ministry of the Interior and the Ministry of Foreign Affairs in order to decide how the situation could be improved.

Secondly, let us discuss the criticism which was directed at the debriefing organized by CMC Finland. If this debriefing needs to be improved, it is the researcher's opinion that it is much easier to improve a debriefing than tackle problems related to personnel. As one expert stated, the debriefing could be organized in cooperation with the Police College. Another solution could be that the CMC Finland organizes a debriefing planning workshop and asks some of the experts, who have already been on a mission and returned to Finland, to come and assist in planning the debriefing: who better to consult than your clientele?

Thirdly, let us consider the implications of the study findings in relation to the Finnish experts. This study seems to indicate that the Finnish experts experienced a smooth repatriation and do not require additional support. However, the experts were not so satisfied with their work conditions. The home organizations of these experts do not realize what an incredible resource they have in their hands! The experts have developed their expertise and skills, as well as learned new skills, which could be a tremendous resource for their home organizations, if the home organizations realized it. Therefore, here are some recommendations for the home organizations of the experts, which would then benefit the experts:

- Keep in contact with your employees during the civilian crisis management mission. Let them know that they are valued and that their international experience is recognized.
- When your employee returns, hold a career management session. This will only take a few hours of your time, but it will make all the difference not only to your employee but also to your organization. In this session ask your employee what s/he has learned during the mission, what skills has s/he developed, and how could these skills be used in Finland.
- Do not make participation in a civilian crisis management mission an obstacle for career advancement, rather embrace this experience. As more and more refugees, asylum seekers, and other foreigners move to Finland do you not think that the international experience your employee has gained (often under extreme conditions) will be useful in Finland?

Lastly, let us discuss the relevance of this study for future academic research. Although the sample size in this study was small, the results of this study are relevant and important for

future research because the repatriation of Finnish experts has not been systematically studied before. For instance, the results of this pilot study could serve as a preliminary study for a larger study of the repatriation of Finnish experts. However, it is important to note that further research into the repatriation of Finnish experts definitely requires qualitative approaches, and as Black and his colleagues (1992) noted, longitudinal studies. In the case of Finnish experts, a longitudinal study would be ideal since the CMC Finland keeps a register of Finnish experts, recruits and trains these experts, and finally holds a debriefing session for these experts. In addition, these missions are temporary and usually last between one to two years. Furthermore, additional areas for future research which arose from this study are:

- Do other Finnish experts also experience a similar repatriation process as the experts in this study? If so, should a different theoretical model of repatriation be designed which is specifically tailored for civilian personnel participating in civilian crisis management missions?
- The whole mission concept, as well as the expatriate environment: How do these missions differ from other expatriate assignments? How does this environment influence the experts?
- Since eight of the experts in this study would like to participate in another mission, could the so called “mission junkies” phenomenon be forming also among civilian personnel? If this is the case, why is this occurring? Are some individuals more likely to participate in numerous missions, and how does this reflect on the expertise of these experts?

11.2 Introducing a conceptual framework of the repatriation process

The new conceptual framework presented in this study provides a more holistic view of the repatriation process and aims to assist researchers in unraveling the theory behind the repatriation process. However, this framework is a conceptual one, and must not be confused with a theoretical framework or model. Therefore, in order to establish an extensive theoretical explanation of the repatriation process, the most important recommendations for future research are the recommendations of Black and his colleagues (1992): empirical studies and more “theory-building efforts” (Black et al. 1992, 742).

On a practical level, this framework provides a refreshing, and much needed, overview of the repatriation process, which researchers and students alike can use to form a comprehensive picture of the repatriation process. Furthermore, this new framework is a useful learning tool, which can be presented in training sessions for individuals who are either planning to partake in an expatriate assignment (pre-departure training), who are already on an expatriate assignment (in-country training), or who have already been on expatriate mission and have now returned home (debriefing session/ post-return training). Using this framework, expatriates/ repatriates can take a personal journey of their repatriation process. Hopefully, the words of Francis Bacon, “Knowledge is power”, will hold true for these individuals as well: by becoming aware of what the repatriation process entails and recognizing his/her personal attitudes/ behavioral patterns (especially coping strategies), the repatriation process of these individuals may become smoother, thus resulting in a more positive repatriation experience. In addition, this framework is a good reminder to employers of what their employees go through as they become global travelers. By reading this thesis, employers may realize that more measures are required to welcome their repatriates back in the appropriate manner, as well as benefit from the skills their repatriates have developed and acquired during the expatriate assignment, and possibly the most important aspect for employers is retaining their repatriates.

12 CONCLUSION

In conclusion, this study provides a snapshot of the current repatriation situation of Finnish experts, as well as enriches theoretical knowledge of repatriation by introducing a new conceptual framework of the repatriation process. The pilot study of the repatriation of Finnish experts offers some suggestions to explain the repatriation of Finnish experts: this group of experts is proactive, professional, experienced a relatively smooth repatriation process, and their repatriation cannot be explained by current theoretical knowledge of repatriation. Nevertheless, this study suggests some very fruitful areas for future research as well as raises some important issues, which the CMC Finland must investigate further. Meanwhile, the new conceptual framework offers a new perspective for academic research of repatriation. Not only does this framework provide a refreshing overview for researchers already well knowledgeable in the repatriation phenomenon, but this framework is also an absolute life saver for those researchers who are only just beginning to study this phenomenon. However, the repatriation of Finnish experts must be further investigated and the conceptual framework must be rigorously tested. As a concluding remark, let us reflect on the words of Dr. Erzinçlioglu:

Scientists seek to explain why things are the way they are. Such explanations (or hypotheses) are put forward, tested as rigorously as possible and, if they withstand these tests, they are accepted as theories, until such time as they are not to work. In other words, scientists do not seek to “prove” theories – they do not believe they can do such a thing – rather, they fail to disprove them (Erzinçlioglu 2006, 30).

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Example of the online questionnaire

Siviiliasiantuntijoiden paluu ja sopeutuminen Suomeen - Mozilla Firefox

Tiedosto Muokkaa Näytä Sivuhistoria Kirjanmerkit Työkalut Ohje

http://www.oppi.uku.fi/lomake/data/5608-38047.html

Useimmin avatut Aloitus sivu

Siviiliasiantuntijoiden paluu ja sopeutuminen Suomeen

Tämän kyselyn tarkoitus on tutkia siviiliasiantuntijoiden paluuta ja sopeutumista takaisin Suomeen siviilikriisinhallintaoperaation jälkeen

1. Sukupuoli	Mies <input type="radio"/>	Nainen <input type="radio"/>		
2. Ikä	<input type="text"/>			
3. Siviilisaäty	Naimaton <input type="radio"/>	Seurustelen <input type="radio"/>	Naimisissa/avosuhteessa <input type="radio"/>	Eronnut/leski <input type="radio"/>
4. Korkein koulutuksesi	<input type="text"/>			
5. Ammatti	<input type="text"/>			
6. Onko sinulla aikaisempaa ulkomaan työkokemusta?	Kyllä <input type="radio"/>	Ei (siirry kysymykseen 8) <input type="radio"/>		
7. Miten pitkään olet aikaisemmin työskennellyt ulkomailla (kk)?	<input type="text"/>			

Valmis

Questionnaire (English translation)

The repatriation of Finnish civilian experts

The aim of this questionnaire is to investigate the repatriation of Finnish civilian experts following a civilian crisis management operation

1. Gender Male, Female
2. Age _____
3. Marital status Single, In a relationship, Married/Co-habitation, Divorced/Widowed
4. Highest education _____
5. Profession _____
6. Do you have any previous international work experience? Yes, No (move to question 8)
7. How long have you worked abroad previously (in months)? _____

My experiences from the last civilian crisis management operation

8. Was this your first operation? Yes (move to question 10), No
9. How many operations have you participated in? _____
10. The initiative for the operation came from Myself, My employer, From somewhere else
11. Why did you apply for the operation? _____
12. My main job responsibilities during the operation was _____
13. The operation was in Europe, Asia, Africa, Australia, North/ South America
14. The operation lasted (in months) _____
15. During the operation

	Not at all	Every 2-6 months	Monthly	Weekly	Daily
I kept in contact with my family and friends back in Finland					
I kept in contact with my work back in Finland					
I kept my knowledge about current and societal events occurring in Finland updated					

16. I was satisfied with the operation Yes, No, I cannot say
17. Did you have any pre-expectations regarding your return to Finland? _____

Questionnaire (English translation)

My experiences after returning to Finland

18. How many months ago did you return to Finland? _____
19. I adjusted into Finland Very poorly, Poorly, Moderately, Well, Very well
20. After the operation,

	Completely disagree	Partly disagree	Cannot say	Partly agree	Completely agree
I felt more Finnish than before the operation					
I felt more global than before the operation					
I felt like an outsider both in Finland and in the host country					

21. How did your return to Finland match your pre-expectations?
22. Did your family, friends or co-workers treat you differently following your operation, in what ways?
23. Did any changes occur in your relationships with family, friends and co-workers after you returned to Finland, what kind?
24. In your own words, describe one positive and one negative experience regarding your adjustment to Finland
25. What helped you adjust to Finland?
26. What made your adjustment to Finland difficult?

Your job after your return to Finland

27. I returned to the same job, where I worked before the operation Yes, No

Questionnaire (English translation)

28. On my return,

	Not at all	Every 2-6 months	Monthly	Weekly	Daily
My work place was interested in my experiences abroad					
My work place recognized and valued my experiences abroad					
My work place utilized my new skills					
I received promotional opportunities on my return					
I felt that I could influence my job tasks					
I was satisfied with the way in which my work place received me back					
I felt that the operation influenced my career positively					

- 29. I have considered changing my job after the operation Yes, No
- 30. What factors influence your desire to stay or change your job? _____
- 31. I have changed my job after the operation? Yes, No (move to question 33)
- 32. Why did you change your job? _____
- 33. The operation was useful for my basic job Yes, No
- 34. The operation changed my view of my own profession and job Yes, No
- 35. The operation gave me new motivation for my basic job Yes, No
- 36. In which ways has your view of your profession and job changed as a consequence of the operation?

Your health

- 37. In which way did the operation influence your health (physical and mental)? _____
- 38. Did you experience any difficult events/situations during the operation, which affected you personally, or your job and which were on your mind on your return? Yes, No (move to question 41)
- 39. Did you receive support to handle these events? Yes, No (move to question 41)
- 40. Where from? _____
- 41. Did you receive preparatory training before the operation? Yes, No (move to question 43)

Questionnaire (English translation)

42. How did you find the training? _____
43. Did you receive preparatory training at the start of the operation? Yes, No (move to question 45)
44. How did you find the training? _____
45. Did you have enough information about the operation country's culture at the start of the operation?
Yes, No
46. What kind of support would you have required before the operation? _____
47. Did you have an opportunity to discuss your experiences and feelings about the operation with a professional (psychologist, occupational health, etc.)? Yes, No
48. Did you attend the return debriefing by CMC? Yes, No (move to question 51)
49. Did you find this event useful? Yes, No
50. Why did you, did you not find this event useful? _____
51. What kind of support did you receive on your return to Finland? _____
52. What kind of support would you have required on your return to Finland? _____
53. Would you like to participate in a civilian crisis management operation again? Yes, No
54. Why would you, would you not? _____
55. Did you have anything to add about your return and adjustment to Finland? _____

Send answer

Bulletin for Finnish experts (original Finnish version)

Arvoisa siviiliasiantuntija,

19.3.2009

Eri ammattiryhmien kotimaahan paluuta on tutkittu melko vähän, siviiliasiantuntijoiden paluuta kotimaahan vielä vähemmän. Tämän tutkimuksen tarkoitus on tutkia suomalaisten siviiliasiantuntijoiden paluuta ja sopeutumista takaisin Suomeen siviilikriisinhallintaoperaation jälkeen.

Miksi Sinut on valittu? Tähän tutkimukseen on valittu kaikki suomalaiset siviiliasiantuntijat, jotka ovat työskennelleet siviilikriisinhallintaoperaatioissa poliisin tehtävissä, ja jotka ovat palanneet Suomeen vuosina 2008 ja 2009.

Tietosuoja: Osallistumisesi tutkimukseen on täysin vapaaehtoista. Kriisinhallintakeskus on myöntänyt luvan tälle tutkimukselle, ja lähettää tutkimustiedotteen, sekä linkin kyselyyn tutkijan puolesta. Tutkimus on täysin luottamuksellinen, sekä nimetön. Henkilöllisyytesi ei tule missään vaiheessa tietoon, eikä sinua voida tunnistaa tutkimuksesta. Kyselyn vastauksia tullaan käyttämään tässä tutkimuksessa, sekä muissa asianomaisissa tutkimuksissa. Tutkimus tullaan julkaisemaan Kuopion yliopiston kokoelmissa.

Miten itse hyödyt tutkimuksesta? Tutkimukseen osallistuminen antaa hyvän mahdollisuuden käydä läpi kotimaahan paluuseen sekä sopeutumiseen liittyviä tapahtumia. Kyselyssä voi ehkä tulla esille myös vaikeita tapahtumia, joita olet kokenut. Osallistumisesi mahdollistaa myös näidenkin tapahtumien tiedostamisen ja niistä eteenpäin siirtymisen.

Miten voin osallistua? Tutkimuksen aineisto kerätään 19.3-31.3.2009. Jos haluat osallistua tähän tutkimukseen, voit täyttää kyselyn internetissä seuraavasta osoitteesta: <http://www.oppi.uku.fi/lomake/data/5608-38047.html>

Toivottavasti olen pystynyt herättämään mielenkiintosi. Olet käynyt elämässäsi läpi merkittävän kokemuksen, josta kertominen on arvokasta ja tärkeää tutkimuksellisesti sekä siviilikriisinhallinnan kehittämisen kannalta. Kiitän sinua jo etukäteen ajastasi!

Kunnioittaen,

Eeva-Maria Siljanen

Tutkija

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emsiljan@hytti.uku.fi

Bulletin for Finnish experts (English translation)

Honorable civilian expert,

19.3.2009

The repatriation of various professional groups has been investigated fairly little, the repatriation of civilian experts even less. The purpose of this study is to examine the repatriation and repatriation adjustment of Finnish civilian experts back to Finland following a civilian crisis management mission.

Why have You been chosen? All Finnish civilian experts, who have worked as police officers during a civilian crisis management mission and who have returned to Finland during the years 2008 and 2009 have been chosen for this study.

Data protection: Your participation in this study is completely voluntary. The Crisis Management Centre has approved this study, and will send the study bulletin, which includes the link for the questionnaire, on behalf of the researcher. The study is completely confidential and anonymous. At no point will your identity be revealed, and you cannot be identified from the study. The answers of this questionnaire will be used for this study, as well as in other relevant studies. The study will be published in the University of Kuopio collections.

How do you benefit from this study? Participation in the study provides an opportunity for you to go through experiences related to repatriation and adjustment back home. The questionnaire may bring out difficult events, which you have experienced. Your participation enables you to become aware of these events and to move forward.

How can I participate? The material for this study will be collected 19.3-31.3.2009. If you wish to participate in this study, you can fill in the questionnaire in the internet from the following site:
<http://www.oppi.uku.fi/lomake/data/5608-38047.html>

I hope I have managed to arouse your interest. You have experienced something significant, and recounting it is valuable and important in a research context as well as for developing civilian crisis management. I thank you in advance for your time!

Sincerely,

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emsiljan@hytti.uku.fi