

SOLJA PAGANUS 著「FINNISH BUSINESS REPATRIATES' COPING STRATEGIES」2005年 Helsingfors 刊を読む

1. A significant part of the personnel of Finnish corporations work outside Finland. The situation has changed a lot over the past fifteen years. In 1983 only 16 per cent of the personnel of the ten biggest companies worked abroad; at present over half of them work in foreign units. This trend is likely to increase in the future. The locus of the growth of Finnish corporations has moved abroad, and more and more of investments are directed abroad. Table 1 shows the number of employees of the biggest Finnish multinational companies.

2. Table 1. Personnel of Finnish MNCs' in 1983 and 2002

Company	1983		2002	
	Number of employees	% of which abroad	Number of employees	% of which abroad
NOKIA	23651	17.5	51748	56.5
STORA-ENSO	15315	9.8	43853	66.5
UPM-KYMMENE	50061	9.4	35579	44.1
METSÄLIITTO	7891	7.5	30247	67.4
METSO	15371	12.8	28489	62.9
KONE	13137	66.2	35864	87.0
OUTOKUMPU	10089	1.4	21130	69.3
HUHTAMÄKI	4698	6.6	15909	95.5
FORTUM	7076	21.0	13118	43.3
RAUTARUUKKI	7712	1.6	12804	41.9

Source: Etna 2004

3. The degree of internationalization of Finnish companies is increasing, which implies that expatriation, and indeed repatriation, are important issues. The development of the Finnish economy is significantly dependent on an educated and internationally competent work force. However, taxation in Finland is relatively high, and salaries are relatively modest by industrial country standards. Thus the alternative of staying and working abroad may become more attractive for many Finnish employees. When highly educated, young people increase their language skills and international work competencies, and become more aware of their enlarged possibilities on the international labour markets, they might find that pursuing an international career is more appealing than returning to work in Finland. The importance of questions concerning international human resource management and internationally mobile experts and managers are thus likely to remain relevant and challenging for Finland companies in the future. This is also likely to be the case in companies from other countries.

<コメント>

1990年代初めの国家的な規模での経済の危機から脱税をはかり、世界で最もイノベーションが盛んに行われ、また、1人あたりのGDPが高いといわれているフィンランドの国際化が、この本によりよく理解できる。国民の生活、社員の生活を守り、また、国の経済を立て直すには、イノベーションと国際化しかないとの判断の下に、フィンランドでは国として、企業として、個人として何をどうしたのか参考にしたい。

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