RETIRED GURKHAS TO CIVILIAN CAREER TRANSITION

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Date of Submission

Abstract

Cultural sensitivity has been known to negatively impact on employee effectiveness as well as motivation in most organizations that handle employees from different cultural environment. The case of the Gurkha is not different. This paper examined the problems the Gurkha retirees were facing in the UK in the civilian employment sector. The analysis of available literature identified cultural differences, difference in work environment for the military and civilian sector as well as the historical context of the Gurkhas as mercenaries for many centuries as possible reasons behind the problems the Gurkha retirees were facing in the UK as civilians.

To develop deeper insights into these issues, a primary research was conducted where data was collected from Gurkha retirees in the UK using mixed research methodology. The participants were sourced from current and former Gurkha employees of FSI World Wide Company

From the analysis of the data the factors that were identified to directly impact on the process of transitioning of Gurkha military retirees to UK civilian sector were the history of the Gurkha community, the difference between the British and Nepalese cultures, historical association between the Gurkha military and the UK, educational skills and competencies, and the military culture. This culminated in development of recommendations that were majorly focussed on the introduction of training programs that will ensure the Gurkhas are aware of the UK business culture and at the same time the UK society is informed of the Ghurkha's way of life.

Table of Contents

Chapter 1: INTRODUCTION

The fact that the maximum number of years of military service in Britain is 30 years and the recruitment age goes as low as 17 years, individuals end up retiring at a very early age. More so, the members of the military may be forced to leave the military service at an earlier time before even completion of the active duty career years. This results to a complex situation forcing individuals to seek employment continuation in the civilian sector (Baruch & Quick, 2007; Burrell et al., 2003). The situation with the Gurkhas who settle in the UK is even more complicated as they live in the country as non-citizens, forcing them to seek active employment until the required retirement age in order to evade deportation (The Gurkha Welfare Trust, 2014). Therefore, this results to a complex situation for the Gurkhas in selecting a career that will not only be compatible to them as former military personnel, but also as expatriates from a country that has a very different business culture to Britain.

The British Army continuously offers varieties of training programs, such as shorter vocational courses, briefing package for job opportunities and other useful information to apply in civilian life (DASA, 2010; Spiegel & Shultz, 2003). The main reason behind this training programs are to assist on transforming military qualifications to civilian sector; prior to departure. As much as these programs helps smoothen career transition from military to civilian, there are numerous challenges the former militants face as civilians.

The uniqueness of the military retirement programs is mainly due to the ability of members retiring at an early age provides many with a long post-military life that may require individuals to seek

other forms of employment in order to sustain their financial stability (Burrell et al., 2003). This will always result in many individuals facing numerous challenges when making decisions regarding their career direction after retirement from the military (Baruch & Quick, 2007; Spiegel & Shultz, 2003). This paper examined the difficulties the Gurkhas face when transitioning from military to civilian life in the United Kingdom.

Problem statement

The Gurkhas are Nepalese citizens who have been working for the British military for over 200 years (CROWN, 2014; The Gurkha Welfare Trust, 2014). Despite numerous irregularities over the last 180 years within the British Army and its operational frameworks, the Gurkhas have continuously been serving with their unwavering discipline and loyalty. In the recent past, there have been significant changes made emanating from the time the British handed over it's the most important colony, the International Trade Centre (Hong Kong) in 1997, which subsequently resulted to the Gurkhas soldiers being moved to the United Kingdom (EBCSBA, 2012).

When the Gurkhas moved in UK, the British government tried to bring the parity between British, Commonwealth and Gurkha soldiers. This has resulted to numerous changes in the terms and conditions for the Gurkhas as soldiers in the British Army. Particularly, changes have been observed in the pay and pension resulting to standardisation of the pay of all military personnel. Their recent court battle also resulted to the Gurkhas gaining the right to remain in the UK as expatriate civilians after they retire (CROWN, 2014; The Gurkha Welfare Trust, 2014). These changes resulted to increased settlement of the Gurkhas retirees in the UK dating back to 2005. The

fact that more than 90% OF Gurkhas retire in their 40s or even earlier obligates them to seek active employment as civilians in the UK. Various studies have identified complexities in transition from military career to civilian career (Baruch & Quick, 2007; Burrell et al., 2003).

As much as this situation shares some similarities with the findings of previous empirical investigations that have attributed the complexities with the differences between military and civilian career such as lifestyle changes, changes in geographical locations, career changes, and job retaining (Burrell et al., 2003; Baruch & Quick, 2007), the situation of Gurkha retirees is further complicated by their expatriate status in the UK. They therefore face cultural differences and language barrier complexities (Hofstede, 2001), in addition to the normal problems that other retired military personnel face while transiting from military to civilian career. The lifestyle in the UK is vastly different when compared to Nepal.

Furthermore, the retirement age as civilian is set at 65, forcing all the expatriates to take active employment until that age as a precaution against deportation (Disney & Johnson, 2001). Thus, the Gurkhas retirees as well as any other retired military person consider working as long as they are fit and healthy to carry on their duties effectively. On the other hand, in Nepal, more than 80% of the population depend on the agriculture sector (Levi, 1996). So after the people retire from the government departments or in any private sectors, they start to depend on the agriculture sector. The situation is quite different in the UK as most jobs are white collar which require in-depth understanding of the business environment in order to fit in effectively and be productive. Accordingly, analysing the complexities the Gurkhas face as civilians in the UK will enable this investigation develop strategies that can be approached in dealing with the current hurdles of Gurkha military retirees in the UK as expatriate civilians.

Objectives of the study

The main aim of this investigation was to examine the complexities the Gurkha retirees face as civilians in the UK with specific reference to the civilian employment opportunities and challenges. To be able to achieve this, the following objectives were set for the study:

- To analyse the characteristics, competencies, strengths and weaknesses of the retired Gurkhas employees in the civilian sector of UK

- To identify the challenges and prejudices that retired Gurkha servicemen face as expatriates in UK.

- To analyse the characteristics of the employer and their attitudes towards employees, paying particular attention to their treatment of retired Gurkha servicemen as civilian employees in UK.

- To provide a framework that will necessitate effective transition of the Gurkha retirees from military career to civilian career in the UK

Research questions

This research study was guided by the following research questions:

- Which are some of the characteristics and competencies that the retired Gurkha possess that affect their performance as civilian employees?

- What are the challenges and prejudices that retired Gurkha servicemen face as expatriate employees in UK?

- What are the strengths and weaknesses of the retired Gurkhas as civilian employees in the UK?

- Do employers have general attitudes towards Gurkhas employees in the UK?

- How do civilian employers handle retired Gurkhas in the UK?

- What is the most effective approach that can ensure successful transition of the Gurkhas from military career to civilian career in the UK?

Nature of the study

This study conducted based on a mixed research methodology that combined both qualitative and quantitative research approaches. Specifically, the use of quantitative approach was considered relevant in this investigation as it allowed the investigator to scrutinise the research problem by expounding on the relationships among the research variables as well as the levels of association using objective data. Qualitative study on the other hand provided this investigation with an opportunity to examine the research issue based subjective data with focus on the findings of the quantitative part of the investigation. As a result, a combination of the two methodologies allowed the investigator to comprehensively examine the research issue as the two research approaches minimised the limitation of each other enhancing the effectiveness of these investigation.

Significance of the research

This study mainly focused on providing concepts that can be applied by the military and businesses in the UK to ensure successful transition of the Gurkhas from military service to civilian careers in the UK. Since organizational competitiveness is determined by the effectiveness and efficiency of the employees, by providing approaches that would result to enhancement of the strategic thinking, management of the ambiguities and adoption of business strategies (Oguejiofor, 2012) that would ensure Gurkhas as civilian employees are effective and efficient to any organization, this paper will help ensure Gurkhas transit from military to civilian life successfully in the UK.

Other than providing pragmatic concepts, this research study contributed to the current literature on transition from military career to civilian career in the modern day business environment with focus on Gurkhas in the UK. As most previous investigations have focused on general military complexities and challenges while transiting to civilian career, this study will enrich the knowledge on this topic by examining the issue for focusing on a specific group, the Gurkhas.

Organization of the research study

This study was organised in five chapters. The initial chapter provided the introduction and background information necessary for investigating transition of retired Gurkhas to civilian career in the UK. The second chapter provided a review of all literature pertinent to the research issue. The third chapter provided a detailed analysis of the research methodology that was employed in delineating on the research questions. Chapter four provided a representation of the data that was collected in this study and the analysis of the data as well as discussions. Finally, the fifth chapter was made up of the conclusions and recommendations generated from this research study.

Chapter 2: LITERATURE REVIEW

2.1. History of the Gurkhas

The Gurkhas are indigenous settlers of eastern Nepal (Levi, 1996). The name 'Gurkha' is a derivative of Gorakhnath, a legendary Hindu warrior dating back to the 7th Century (Ragsdale, 1990). The most prominent aspect about the Gurkhas is their military history where they have been involved in military units in Indian army, British Army and Nepalese army.

The Gurkha community came into the limelight in 1768 when they established themselves as the rulers of Nepal (Levi, 1996). Most of them still carry that pride to date due to the level of might they derived from that leadership. They managed to maintain their rule over the Gurkha Kingdom in Nepal until the arrival of the British in the region, resulting to a war between the British and the Gorkhali soldiers that lasted from 1814 to1816 (Levi, 1996). The fighting skills and solidarity presented by the Gorkhali soldiers during this time impressed the British resulting to the birth of the term the Gurkhas. The Gurkhas was a term used by the British soldiers during that war to refer to the Gorkhali soldiers. The main reason that united the Gurkhas during the war was their ancestor, the great warrior, Kali (Levi, 1996). They all were fighting in the name of Kali The Great. This resulted to signing of a peace treaty where the British offered the Gurkhas a chance to serve in the army of the East Indian Company (Ragsdale, 1990). The main reason that led to the British East Indian Company to develop more interest in the Gorkhali soldiers was their natural aggressiveness and talent in war that was mainly driven by their orderliness, resilience, physical strength, self-efficiency, loyalty and courage (Ragsdale, 1990). They are also able to sustain long hours of hard

work. This is a quality the British saw would allow its military to be able to fight with military strength and tenancy. This presented a group that is quite unique and very versatile in their duties (Ragsdale, 1990). They are currently still essential members of the British military, and their societal setting is responsible for nurturing such unique talent that has been used by the British government for many years (Levi, 1996). Moreover, another important aspect of the Gurkhas is their family tradition that is very strong as compared to many other military Regiments in Britain (CROWN, 2014; The Gurkha Welfare Trust, 2014). This tool has been the uniting factor among the Gurkhas, allowing them to present a united front while in battle. This is boosted by the existence of very close family ties among the Gurkha battalion. Thus, from historical analysis, this group is clearly presented as a military society whose past and present economic as well as social practices have revolved around military activities.

2.2. The Gurkhas in the British military

The Gurkhas and the British Army association dates back to 1816 when the Treaty of Sugauli was signed between the British East Indian Company and the Gurkha Kingdom of Nepal (Levi, 1996). The conflict that had preceded this war resulted to the development of mutual respect between the two groups resulting to the Ghurkhas being enlisted to serve in the British East Indian Company army (Ragsdale, 1990). The major significant point of the Gurkhas that has sustained their relationship with British up to present was the 1857 Indian mutiny that resulted to them loosing many of their soldiers, but they still remained loyal to their British leader (Ragsdale, 1990).

The Second World War was the peak of the Gurkhas where their battalions expanded to surpass the current British Army. They were involved in war in Singapore, Malaya, Greece, Italy, the western desert, and Syria. In all these battles, they were fighting as British soldiers (Ragsdale, 1990).

However, the division of India in 1947 resulted to a major change where the Gurkhas were divided among Indian army and the British Army (Ragsdale, 1990). Four of the ten Regiments remained to the Indian army, and four were officially recognised as British Army. The Gurkhas were headquartered in Hong Kong (Crown, 2014). This presents a military unit of the British military that had very little direct contact with the British people due to their geographical location. When Britain started trembling it legs due to the fever of 1997 (Hong Kong to China) the Gurkhas entered the challenging era so it had to significantly reduces its strength by 70% to 3300 (The Gurkha Welfare Trust, 2014).   All Hong Kong based battalions merged into two major and 3 minor units and moved to the UK at the end of 1996 (EBCSBA, 2012; Crown, 2014). This is a significant point that the Gurkhas started to have face to face contact with the British society but limited by the code of contact of the military.   Following the 2010 Strategic Defence and Security Review announcement, the British armed forces was to be reduced to 82000 by 2020, which will again bring the Gurkhas down to 2600 in total by 2015 (The Gurkha Welfare Trust, 2014).   The two major units - 1 Royal Gurkha Rifles and 2 Royal Gurkha Rifles and the minor units - The Queen's Gurkha Engineers, the Queen's Gurkha Singles and The Queen's Own Gurkha Logistic Regiments will remain intact until the next review (Crown, 2014).

This represents a group that is globally known as militant not only due to their service to the Nepal, British and Indian governments, but also due to their historical background that has classified them as the best soldiers. In consequence, they are raised as military personnel and nurtured to observe the ways of the military, resulting to a complex group to integrate into society as civilians especially in the case of UK.

Moreover, according to the Gurkha Welfare Trust, 2014, there have been years of conflicts between the British government and the Gurkhas especially with regard to remuneration, pension and other retirement benefits that have been going on for some time. Historically, all the Gurkha retirees were discharged back to Nepal once they have served the British Army for a maximum of 30 years and a minimum of 15 years. However, in the year 2009, they retired Gurkha soldiers won a right to be settled in the UK once they have retired from the British army (CROWN, 2014).

Another area that has eluded tension between the Gurkhas and the British government has been on the amount of pension they were being paid as compared to British soldiers they were serving along with. These struggles have yielded some fruits as serving Gurkhas are entitled to similar pension as other British soldiers (CROWN, 2014; The Gurkha Welfare Trust, 2014). The fruits of the struggles between the Gurkhas and the British government over their desire to be settled in the UK after retirement have resulted to complications that emanate from cultural differences, language barrier and other aspect of the society that makes it very complex for a retired Gurkhas to fit in the British society as a civilian. The situation is made worse by the fact that the official retirement age in Britain is 65 which forces them to seek other employment opportunities. To be able to clearly understand the situation of the Gurkhas from their societal point of view it is necessary to examine their society and the way of life.

2.3. The Gurkhas society and culture

The Gurkhas original home is Nepal so the analysis will focus on the available information from their homeland, Nepal. As earlier mentioned in the historical background, the Gurkhas are sourced

from tribes that occupy Nepal hills (Levi, 1996). This includes numerous ethnic groups that share similar military backgrounds. Historically, the Gurkhas come from a society that army services, trade and agro-pastoralism are the only sources of income dating back to the 7th Century (Ragsdale, 1990). The Gurkhas emanate from a society that is torn in between the Nepalese and Indian culture especially when analysed in terms of the caste system. From the Hindu hierarchical caste system, the Gurkhas are classified as semi caste standing in the Hindu social culture (Ragsdale, 1990). The increased association between the Gurkhas and Indian societies has resulted to increased practice of agriculture as a major economic practice. This has generally diminished the role of pastoralist and trade in sustaining the communities of the area. The long trade and pastoralism has been wiped out as professional soldiery take the toll on the community (Levi, 1996). The professional soldiery is deemed to have resulted to the migration of the communities in the hills to Nepal in the 7th Century, animal farming seems to be a leading economic practice in the region with trade in salt declining to almost invisible levels (Ragsdale, 1990).

The fact that the Nepalese Gurkhas are valued highly because of their professionalism as soldiers by both British and India has provided them with a major employment opportunity (Ragsdale, 1990). The money obtained from practising as soldiers for the British Army has allowed the Gurkhas to become the economic engines in the community initiating various business projects using the remittance earned from serving in the army (Ragsdale, 1990).

As much as globalisation has affected the cultural context of different communities and societies around the world increasing the level of compatibility, the world still has a long way to go in terms of merging the existing frictions and incompatibilities (Hofstede et al., 2012). In fact, Lewis (2006),

suggests some sources of friction in the approach to business are a society's identity and therefore worth protecting. The most prominent aspect of friction in the business environment globally is the culture, which creates very distinct personalities and approach to business globally. Globalisation has managed to reduce the cultural distance among different societies globally; there are particular values that define the national identities globally that cannot be easily managed. This means that even in the present day business environment where people from different cultural backgrounds work together, there are many cases of people preserving their culture by resisting some aspects of approach to business from other cultures (Hofstede et al., 2012). This is a similar case in the Nepalese Gurkha retirees. Thus, the analysis of the specific cultural identities of the Gurkha retirees based on their Nepalese communities is essential as they emanate from different cultural setting to that of the British society.

2.4. The Nepalese culture and its influence on business

Nepal is located in central Asia and is characterized by very complex societal dimension. The traditional society of Nepal is defined by social caste system where the society is divided into birth-ascribed social system (Iacob & Dumitrescu, 2012). It is believed that the approach to caste system practiced in Nepal was adopted from India, but modified to ensure it meets the requirements of Nepal (Iacob & Dumitrescu, 2012). This has resulted to a unique status of Nepal's religious and ethnicity.

According to Iacob and Dumitrescu, (2012), the most significant aspect of Nepalese society is religion defining the pious acts, merit, rule, morality, ethics, and duty (Ragsdale, 1990). The major

religions in this country are Hinduism and Buddhism. Other than these religions, different ethnic groups and castes in the country exhibit other rituals that define the spiritual life of the Nepalese people. As much as the country is dominated by Hinduism, they are still proudly associated with the origin of Buddhism (Iacob & Dumitrescu, 2012).

The most common approach to greeting in Nepal is "Namaste" commonly used by the young people towards the old (Ragsdale, 1990). Greeting in Nepal is however complex as it varies based on the prestige and social status of an individual (Iacob & Dumitrescu, 2012). A firm handshake is also a common approach to greeting in Nepal. An interesting phenomenon about the Nepalese that intrigues most foreigners is their shaking of their heads when approving a circumstance (Denison et al., 2004). This gesture in the European society is associated with rejection of a very serious issue during business processes (Lewis, 2006).

Furthermore, based on Hall's (1976) classification of cultures based on communication, Nepal is a high context culture. Communication in Nepal is controlled by several rules. To begin with, communication is classified based on social status (Denison et al., 2004). This is mainly due to the history of the country that has been dominated by social caste system. Secondly, a communication between a young person and the elderly is kept official with a high level of respect for the elderly expressed throughout the communication (Iacob & Dumitrescu, 2012). The main factor that has resulted to the development of such a high context culture in Nepal is the country's geographical location, limiting the approach of other communication effects from around the world and a strong sense of tradition (Lewis, 2006).

Moreover, Iacob and Dumitrescu, (2012) observe that the Nepalese are polychromic society due to their instability and dynamism as far as planning is concerned. They also put more emphasis on the family members' relationships. More so, the time it takes in interacting with others is determined by pre-existing ties between them (Lewis, 2006).

When analysing the Nepalese society in terms of the role of space, it is evident that Nepalese families are large, but reside in small houses, resulting in overcrowding a major determinant of intimate interactions between families (Cameron & Quinn, 1999). However, during communication, a considerable distance is recommended. The distance issue is further affected by caste rules where people from different castes widen the communication distance. This situation can be clearly seen at job environment where an employee from a higher caste cannot share family problems with a lower caste colleague even if the problems are affecting the performance of the employee (Iacob & Dumitrescu, 2012).

Hofstede provided another vibrant tool that can offer more insights into the culture of Nepal based on the cultural dimensions (Hofstede et al., 2012). It is clear that Nepal is very different from most western cultures. The clearest distinction is in the power aspect of the society as power concentrated among very few people (Iacob & Dumitrescu, 2012). The norms of Nepalese administrative processes include shifting responsibility to others, ritualised work, high levels of secrecy and slow decision making process (Iacob & Dumitrescu, 2012). Emphasis is placed on the process and not results as the case in Western countries.

Income distribution, on the other hand, is very uneven with rare instances of complaints from the oppressed. These are common traits of high power distance society that is characterised by

centralised decision making process (Iacob & Dumitrescu, 2012). The approach in which Nepalese define themselves and their association with others represents a collectivist culture (Cameron & Quinn, 1999; Denison et al., 2004). This is mainly due to a high sense of belonging to the family and the ethnic group resulting to the decision making process influenced by the interests of their families or ethnic groups (Ragsdale, 1990).

Furthermore, in terms of gender roles distribution, Nepal is a masculine society. Thus, gender equity is undermined by the cultural norms which perceive women as mothers and wives. More so, the level of tolerance to uncertainty is low in the Nepalese society. People in Nepal prefer few rules affecting their levels of understanding the implications of not abiding by legal regulations. Generally, religious rules and regulations are highly respected in Nepal (Denison et al., 2004).

Therefore, a person from Nepal working in Europe will experience cultural shock, which in most cases will be manifested through frustration (Denison et al., 2004). However, individual values, such as the ability to cope with a new environment and personality, determine the extent to which cultural shock will be manifested (Cameron & Quinn, 1999; Hofstede et al., 2012). Therefore, to clearly understand the implications of culture on the absorption of Gurkhas in Britain civilian employment network, it is necessary to examine the approach to doing business in Britain.

2.5. The business culture in Britain

The most important aspect of business that is affected by culture in Britain is communication (Hofstede et al., 2012). Generally, the British culture is defined by universalism, individualism,

specificity, status by achievement, and time as sequence (Szumiel & Kowol, n.d). Universalism in this context means that the definition of good is wider and dependent on the specific situation at hand. This means that the British culture pays less focus on specific code of contact in the society (Szumiel & Kowol, n.d). This has implications in the business world such that agreements between partners must always be formalised (Lewis, 2006). Trust in such cases is developed by honouring the contract agreements. This limits formulation of close relations in the business environment as a personal relationship has very minimal impact to business processes and practices (Szumiel & Kowol, n.d).

Individualism, on the other hand, is expressed in the British society through each person regarding him/herself from an individual point of view rather than as part of a group (Hofstede et al., 2012). This is evident when individuals express their plans or successes using the 'I' form in contrast to 'we' form that is common in communitarianism (Szumiel & Kowol, n.d). Thus, decisions at an organizational level are made individually, and high level of personal responsibility is evident (Shenkar, 2012).

Furthermore, according to Szumiel and Kowol (n.d), British culture is ranked highly in terms of specificity. Thus, it is a low-context society. The fact that private life of individuals is completely separated from public or business life has resulted to low instances where things are taken personally. Thus, open criticism is common in the British business environment.

According to Shenkar (2012), most societies accord the status of individuals based on education status, gender, class, and age, the case in Britain is quite different as the level of achievement

defines the social status of an individual (Szumiel & Kowol, n.d). Thus, respect in the business environment is accorded based on knowledge, technical complexity and essentiality of information presented (Lewis, 2006). The position held by an individual in an organization determines the weight ascribed to his/her suggestions.

Time has become an important aspect in the business environment as competitiveness increase due to globalisation (Shenkar, 2012). Since time is universal in nature, understanding how it is perceived culturally is also important (Hofstede et al., 2012). The fact that time is an idea allows it to be interpreted differently across different cultures. British time is classified under the sequential category where time represents a sequence of passing events (Szumiel & Kowol, n.d). Thus, in a work environment abiding by planned events in a specific work is very important. More so, the Britons expect an employee to concentrate on one activity at a go.

Since non-verbal communication vary from one society to the next (Shenkar, 2012), it is essential to analyse the common conceptions of verbal communication in Britain as it is a common aspect of the business environment. These include communicational messages transmitted through object communication, paralanguage, proxemics, touching, eye contact, facial expression, and gestures (Denison et al., 2004). The British are rarely demonstrative thus their emotions are hard to detect. There is a very low level of use of gesture in a business environment in Britain (Szumiel & Kowol, n.d). Eye contact in Britain is relatively short. Direct contact sometimes infer to aggressiveness. Work environment is thus very formal and with high levels of detachment. More so, physical contact in British culture is very minimal with exceptions of a handshake. Any other form of physical contact is inappropriate in the work environment in Britain. Respect of personal space is

also emphasised in British culture. Thus during communications, individuals prefer standing next to each other rather than opposite to one another with acceptable distance between them. Object communication especially dress code in a work environment is not encouraged. The dress code should be as formal as possible (Szumiel & Kowol, n.d).

From this analysis, it is evident that the business culture of Britain is very different from that of Nepal in so many ways. This presents a challenging situation for the Gurkhas as they transit from soldiery to civilian work environment that is quite unique to the settings of their original homeland. Thus, it is necessary to examine how the evident differences affect the process of transition of the Gurkhas from military service to other civilian employment opportunities in the UK.

2.6. The challenges retired Gurkhas face as civilian employees in Britain

Some of the challenges faced by Gurkha retirees when trying to hold a job in the civilian sector concern their different cultural worldview (Hofstede et al., 2012). It has been shown that different cultural values between people from different nations can have profound implications on the organisational structure of a business (Hofstede, 2001). Hofstede (1991) summarised the concept of organisational culture as 'the collective programming of mind that distinguishes the members of one organisation from another. There are different theories about the way that businesses go about constructing their corporate identity. For instance, Ravasi and Schultz (2006) argued that an organisational culture is constituted by common concepts that inform the decision-making in a business environment by outlining appropriate behavioural procedures to be implemented in a wide

variety of situations. This is relevant to the issue under investigation in this research study since employers have to be sensitive to the cultural needs of their workforce (Lewis, 2006).

In addition, Shenkar (2012) argues that, although a business organisation may have a unique cultural template, they might be subject to the influence of different antithetical cultures, which might transpose positively as well as negatively on their organisational structure and performance. Power Distance Reduction Theory maintains that employees will attempt to curtail the relationship of inequality vis-à-vis employers (Mulder, 1977). It has also been suggested that the deviation of interests between individualism and collectivism-minded individuals will play a role in determining the conduciveness of a business environment (Cameron & Quinn, 1999). In a collectivist-minded environment, the employees will have more emotional attachment to the organisation (Hofstede et al., 2012). Conversely, in an individualist-minded organisation, the levels of involvement of employees to an organization are limited to the responsibility of the employees on the company.

These are some of the reviews of possible problems the Gurkha retirees face in British business environment. From the analysis, it is evident that the cultural differences between Britain and the country of origin of the Gurkhas results in a huge cultural gap affecting the work environment. While the Gurkhas are nurtured to be collectivist, the British work environment is best suited for individualistic persons that have minimal concerns about other employees' way of life provided they are performing their obligations at work. The level of independence and autonomy depicted in the work environment in Britain is quite different to an extent that the Gurkhas are likely to face difficulties and complications coping with such a business environment. The strict code of conduct

that is observed in the military makes the situation even worse as it is very different from the normal civilian work environment (Crosby, 2010; Dixon & Howard, 2012).

2.7. The impact of environmental change to employee efficiency

The complexity of the situation for the Gurkhas is developed due to two main possible reasons. The fast reason is the huge cultural gap between Britain and Nepal. Culture has been classified as one of the major influences on business activities in areas such as negotiation and communication styles, team building, meeting management, decision making and problem solving (Hofstede et al., 2012; Shenkar, 2012; Cameron & Quinn, 1999). Thus, cultural difference is a major concern in a business environment the affects the performance and compatibility of an employee to an organisation. It is, therefore, important to analyse the Gurkha from their cultural point of view and determine how well they fit in the work environment of Britain. The Gurkhas come from a country with a very complex and yet original culture. Communication is limited by castes and family ties. More so, religion and other inherent cultural values further complicate the conduct of the Gurkha completely distinguishing them in a business environment that is founded on Western values.

The second situation identified is the influence of military traditions and practice (Rafferty, 1980). Other than the Gurkhas being sourced from communities that have been known for their military practices and expertise since the 7th Century (Ragsdale, 1990), they are retirees who have been practising in the army. This combines both nurture and nature in the development of a distinct culture among the Gurkhas that is founded on the principles of military approach to association, communication and problem solving (Crosby, 2010; Dixon & Howard, 2012). This approach is

inapplicable in an environment where the colleagues at work are civilians. The complex culture of the Gurkhas that is influenced by their home country culture and military culture results to the development of a very distinct personality that may have difficulties working in the civilian work environment in Britain (Dixon & Howard, 2012).

Therefore, this research paper examined the difference between individualism and collectivism in the context of the relationship between Gurkha retirees and FSI World Wide. Furthermore, there is also a distinction between business practices, which are short term and those who are geared towards long term goals. Long-term practices deal with the society need for ethical meaning and virtue (Hofstede, 2001). Short-term business practices are associated with a normative search for absolute values, displaying a great deal to traditions (Hofstede, 2001). The Organisational Profile Model is based on the assumption that cultures can be identified through the system of values which are deep-rooted within a particular business organisation (Hofstede et al., 2012). This model emphasises assertiveness, attention to details, outcomes, the relationship between the employee and the organisation as well as team play as major features that define organisational culture (O'Rielly et al., 1991). This is central in the process of evaluating the long-term trends involved in the relationship between employee and employer at the organisational level. Deeper analysis of these aspects with relation to the context of Gurkha in FSI World Wide Company needs to be examined in order to determine the specific organisational long- and short-term trends, and how they are supportive to the Gurkhas retirees as employees.

Additionally, studies have shown that business organisations, which employ adaptive practices, tend to perform more efficiently than companies with unadaptive tendencies (Kotter & Heskett,

1992). Adaptive practices are conducive to the success of the operational aspects of the organisation. These practices involve taking into account the needs of employers, clients, customers and dynamism in the business environment (Shenkar, 2012). Conversely, business organisations, which utilise adaptive practices risk losing competitiveness (Kotter and Heskett, 1992). Effective practices can also be implemented by referring to the Organisational Culture Assessment, which identifies cultural templates based on flexible internal working environments that are dynamic and innovative, driven by a highly coordinated success-oriented approach (Cameron & Quinn, 1999). Likewise, the business model devised by Denison revolves around the need for strategic intent in order to accomplish goals, create change and entrench core organisational values (Denison et al., 2004). These theories contribute to appraise the dynamics involved in the relationship between employee and employer with specific reference to FSI World Wide. Thus, examining the above areas with respect to employee effectiveness as per the Gurkhas retirees employed in FSI World Wide is necessary to be able to provide relevant attributes to the complexities facing Gurkha retirees living and working in Britain (Lewis, 2006).

2.8. Conclusion

The literature review above has presented the Gurkhas as a very distinct group of persons that are influenced by their home culture as well as their military history in their way of life and general interactions. The situation is further made complex by the military training and lifestyle they are used to while in the UK. Therefore, from the literature review above, the major areas that affect the process of transitioning of the Gurkha from the military to civilian life are the history of the Gurkha community, the difference between the British and Nepalese cultures, historical association between

the Gurkha military and the UK, educational skills and competencies, and the military culture. To be able to develop deeper analysis, it was necessary to gather primary data on these issues. The next section presented the methodology that was used in collection and analysis data.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

This research study investigated the complexities the Gurkha retirees face as civilians in the UK with specific reference to the civilian employment opportunities and challenges. Therefore, it was important to develop an appropriate research methodology that would ensure that all the factors under investigation are fully examined. This chapter gives a detailed account of the research design, research approaches and philosophies, data sources, data collection and analysis approaches a well as ethical procedures that guided this investigation.

    The target institutions were

a) FSI World Wide Company

b) The Gurkha retirees community in the UK

3.2. The approach

a) Literature review;

b) Quantitative approach- surveys of participants sourced from retired Gurkhas in UK;

c) Qualitative approach- semi structured interviews with selected Gurkha retirees in UK.

3.3. Research philosophy

This is a description of the nature of knowledge and the process of development. There are three philosophies that guide most imperial investigations, which are epistemology, ontology and axiology (Neuman, 2003). Epistemology involves involvement of either interpretivism or positivism as the epistemological framework. The use of positivism is common in investigations

that focus on analysing visible social phenomenon based on established theories (Saunders, Lewis &Thornhill, 2007). Following this is the data collection and statistical analysis to answer the research questions and hence develop generalization of the findings. Furthermore, positivists employ impartiality in data collection and analysis avoiding data manipulation. More so, positivism promotes effective replication of investigations, and the methodology is generally structured (Creswell, 2003). Thus, this philosophy is effective for quantitative investigations.

The use of interpretivism as an epistemological framework focuses on the role humans play in the process of creation of social reality. Thus, the investigator analyses a social reality from a subject's point of view. Interpretivism is effective for investigations that directly examine the effect of interactions between an organisation and its human capital due to the uniqueness of organisational environments (Saunders et al., 2007). In interpretivism, generalisation of findings is not given precedence due to the notion that an individual's world view is dynamic and changes with time and environment (Creswell, 2003). Thus, the use of interpretivism is more effective in qualitative research designs.

Ontology is a philosophy that examines social reality as influenced by the researcher's view of the world (Neuman, 2003). There are two views that are common in ontology, which are objectivism and subjectivism. Objectivism examines reality as an independent entity not affected by social actors. Examining specific issues in an organisation is effectively done using objective stand. This is a common phenomenon in quantitative research approach. On the other hand, subjectivism assumes that social reality is influenced by social actors (Saunders et al., 2007). Based in this

perspective, reality is a construction of social phenomena as influenced by persons that interact with the situation. This is effectively achieved in qualitative research methods.

Pragmatism is a combination of the two philosophies developed based on epistemology and ontology in an investigation (Saunders et al., 2007). Thus, the use of pragmatism results to the development of mixed research methodology combining both qualitative and quantitative. This philosophy argues that the use of one research method is inadequate in providing deeper investigation of a social reality (Blessing &Chakrabarti, 2009).

Axiology involves the inclusion of the investigator's values in determining the effectiveness and credibility of research findings (Saunders et al., 2007). Thus, the values that the investigator holds influence the philosophical approach adopted in an empirical investigation. Value judgement is known to greatly influence the implications of recommendations drawn from a research study.

Based on the above description of research philosophies, this investigation adopted pragmatism in investigating the complexities of the Gurkha retirees in the UK with specific reference to the civilian employment opportunities and challenges. Consequently, the investigation combined both qualitative and quantitative methods in the data collection and analysis. The quantitative approach was employed in generating results that were used for providing responses to the questions of this research study (Blessing &Chakrabarti, 2009). Moreover, qualitative approach was focussed on collecting subjective data from the participants that was used to complement the quantitative results.

3.4. Research approaches

Easterby-Smith et al (2002, as cited in Saunders et al., 2007, p 201) suggests that the choice of the research approach is the main determinant on the decisions involving the selection of the research design. Moreover, it is essential in the selection of practical research strategy. In addition, knowledge about existing research traditions enables the investigator to employ a research design that minimises empirical investigations constraints studies (Saunders et al., 2007). The most common approaches are deductive and inductive.

The deductive approach is based on developing theory followed by development of a strategy for responding to the research questions of the study (Saunders et al., 2007). According to Robbins (2002, as cited in Saunders et al. 2007), the deduction process involves the development of the research variables, linking the variables using research questions, analysing study findings, modification of the theory based on the findings of the study. In this research study, deductive approach focused on the quantitative part of the study. Specifically, the research questionnaire that was designed by the researcher suits the UK market with its challenges regarding compatibility to Gurkhas. As a result, a deductive approach was used in answering the questions of this study.

Furthermore, induction in an investigation involves the development of a theory based on collected and analysed data (Saunders et al., 2007). This approach allows an investigation to analyse how the world is interpreted by social actors. Induction approach uses a small sample for collecting qualitative data on the perspective of the phenomena under investigation. This paper applied semi structured interviews on a small number of Gurkha retirees in UK to gather deeper feedback that

was used in confirming the quantitative findings. The data gathered from the interviews was essential in eliminating the limitations of surveys as it allowed the investigation to obtain subjective data from the Gurkhas about critical issues that affect their civilian career in the UK.

3.5. Research design

The most common research designs are explanatory, descriptive and exploratory research designs (Neuman, 2003). Explanatory research design involves the development of fundamental relationships between the variables. These relationships are developed based on statistical analysis of data to develop correlations. Equally, elucidation of a phenomenon is effected through the collection and analysis of qualitative data (Creswell, 2003). On the other hand, exploratory research is common in investigations that are assessing issues, asking questions on an issue and seeking new information to enable deeper insights on a research phenomenon (Saunders et al., 2007). This involves focus group interviews, interviewing experts on the research issue, and deeper literature review. Ultimately, descriptive research is focussed on accurate representation of a situation or an event (Saunders et al., 2007). This approach calls for a good understanding of the research issue before effecting data collection. This is important in developing conclusions from the gathered data. Thus, from the above research designs, the most suitable for this investigation was explanatory approach. This approach was selected mainly due to the fact that it allowed the investigator to develop linkages between various factors that affected the transition of the Gurkhas from a military career to a civilian career in the UK. Moreover, the use of explanatory design allowed the investigation to develop linkages between the demographic factors and the complications of

Gurkhas transition from military to a civilian career. Based on this design, the investigation was able to collect qualitative and quantitative data in response to the research questions.

3.6. Sampling

The participants in the survey were selected based on a stratified sampling technique. This involved the use of attributes to divide the target population into relevant strata. The selection of the sample based on random sampling then followed. The use of stratification was necessary to increase the level of representativeness of the data (Mutch, 2005). Specifically, the Gurkhas living in the UK were divided into two groups, which were based on age. This was then followed by selection of sample participants from the two strata based on random sampling to ensure the participants are representative of the study population.

3.7. The sample frame

The study sample was developed from:

- UK FSI World Wide Company
- The Gurkha retirees in UK

3.8. Data sources

Quantitative data

Quantitative part of this study was conducted based on a survey questionnaire. Surveys are effective in providing responses to questions related to who, what, where, how much, and how many

(Saunders et al., 2007). Furthermore, the use of surveys is very economical especially when collecting large amounts of data from the participants. The data collected through surveys is analysed statistically to derive descriptive and inferential statistics (Mutch, 2005). Similarly, the use of surveys allows an investigation to collect data that can provide information pertinent to the causes of linkages between variables under investigation (Creswell, 2003). The questionnaire was designed based on the information that was sourced from the literature review. The questions in the questionnaire were correlated to the research questions. The survey was sent via email to the participants before initiation of the data collection process.

Structure of the survey

The survey was made up of several sections. The first section contained the participants' information that was signed before responding to the questions. The second section was used for collecting demographic information from the participants, which included issues such as income, nationality, employment status, employer, and age. The third part examined cultural aspects of the participants in relation to the UK business culture. In this part, the respondents provided responses to statements based on the 5-point Likert scale. Specifically the scale comprised of 1=strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5= strongly agree (Mutch, 2005). The fourth section was made up of statements on transition from military to a civilian career where responses were also based on the 5-point Likert scale. The fifth section was made up of statements that addressed the complexities in civilian employment. Responses were also based on the 5-point Likert scale. The sixth section had statements that analysed the effects of transformation from a military career to a civilian career in the UK with a 5-point Likert scale responses. Furthermore, respondents were expected to respond to fairness and environment in the civilian

employment sector based on the 5-point Likert scale. The eight section required participants to provide a ranking of the factors they consider being most influential to the least influential in their process of transitioning from a military career to a civilian career. In the ranking, one represented the highest while 5 represented the lowest. The final section was an open statement that allowed the participants to provide their opinion on the most effective way of handling their transition from military persons to civilians in the UK.

Qualitative data

Semi-structured interviews were used for gathering the qualitative data. Semi structured interviews are normally based on themes and questions that are addressed in the process of data collection (Saunders et al., 2007). More questions are normally employed to ensure the research objective is fully addressed. All the communication during the interview is recorded, which makes up the data. The main feature of semi structured interviews is the ability of the researcher to control the direction of the interview as the participants respond to questions posed by the investigator (Saunders et al., 2007). Generally, the semi structured interviews conducted by this investigation targeted providing deeper insights of the findings of the quantitative part on the complexities the Gurkha retirees face as civilian employees in the UK. The interview was carried out with 10 participants sourced from Gurkha retirees in the UK. This was necessary for the investigation in the process of gathering subjective data on recommendations, experiences, opinions, and feelings of the Gurkha retirees in the UK. The interview was based on an interview guide that was composed of 8 open-ended questions on employee environment, cultural complexities, personal development opportunities, employee-organisation relationship, employee-employee relationship, and the general differences between military and civilian lifestyle.

3.9. Research procedures

This research attempted to access most retired Gurkhas in the UK officially. Otherwise, the formal association between the participants and the investigator made it easier to access the participants to provide them with the survey. As a result, the approach applied in collecting data from the participants was standardised based on the general principles of conducting a research study. Before the data collection process was initiated, the participants were provided with participants' information sheet that explained the research purpose and the role (Saunders et al., 2007). Minimising the time of collecting the data is very important in ensuring high turnout (Saunders et al., 2007). In this investigation, the qualitative interviews lasted for 30 minutes for each participant. The interview was conducted in the evenings to minimise interference of the normal activities of the participants. On the other hand, the survey questionnaire was fillable within 20 minutes. This ensured that time did not influence the effectiveness of data collection as it was conducive for the participants.

More so, the sensitivity of the research issue is known to determine the ease at which participants can be found (Mutch, 2005). This study was focussed on identification of decisive factors that affect the transition of the Gurkhas from military service to civilians in the UK. This topic was not very sensitive that would greatly impact on the transition of Gurkha military retirees to civilians. Rather, through exploring this issue, factors that would help smooth the transition of Gurkhas to civilians in the UK, and also help them develop effective ways of fitting into civilian employment sector. This

will have important implications on the Gurkha community in the UK and thus promoted high turnout during the data collection process.

Finally, anonymity and confidentiality of the participants is an important aspect of conducting a research study. This involved provision of assurance to the participants on the approaches of ensuring high levels of anonymity and confidentiality is realised. This was communicated on the participant's information sheet. For instance, the investigator used pseudonyms coupled with complete removal of individual and organisation references (Creswell, 2003).

3.10. Data collection procedure

This investigation collected both qualitative and quantitative data. Quantitative data was provided by the survey. The survey instruments used in this research were web-based that were designed based on an approach described by Saunders et al (2007), on the way of implementing web based survey. The stages that were involved in collecting quantitative data were (Mutch, 2005):

- Requesting the participants for their personal email addresses.
- Writing an email to participants illustrating the aims of the study and the approach of filling the questionnaire.
- Composing the research questionnaire and forwarding it to the participants via their email account.
- Conducting a follow-up to the respondents who had not submitted their responses within a period of one week.
- The filled questionnaire was then used to generate a data set to be used in the investigation.

The qualitative interviews were initiated by an explanation of the objective of the study to all the participants. This was then followed by providing the participants with the consent sheet to ensure they are well aware of their role in the study especially during the data collection process. The participants signed the consent sheets. The participants were also asked for their approval before the recording machine was turned on. This was then followed by posing of the open ended questions in the interview guide. Each of the participants was accorded enough time to respond to each question exhaustively. Probing questions were also asked for deeper clarification.

3.11. Data analysis

Once the quantitative data was fully collected, it was coded and edited. Errors were eliminated based on logical sequence analysis. The data was then arranged based on the flow of the questionnaire. The data was then exported to statistical package for social sciences for analysis. The descriptive statistics, which comprised of the mean, was used in determining the context and content factors of each demographic subgroup (Mutch, 2005). The statistical tools that were used for the purpose of analysis of the data to relay a social meaning were frequency and %ages. The data was represented in tabular form and graphs were used to represent the frequencies and %ages. The main reason for adopting these two tools was their simplicity and the fact that most of the data could easily be represented as frequency and %ages (Creswell, 2003).

On the other hand, the quantitative data was classified based on the themes developed based on the information in the literature review. Specifically, the following procedure was adopted (Mutch, 2005):

- Notes were taken to back up the recorded information and formulation of top lines in the transcripts;

- Transcribing was performed. It involved development of transcripts from all the discussions in the interview. These transcripts were central to the formulation of the report;

- The data was then grouped into meaningful categories based on the theoretical outline. The main tool that was focused on at this level was the objectives of the study as well as the research questions;

- Once the data categories were formulated, the data from the transcripts were linked to appropriate categories;

- The final stage included recognition of the linkages in the data based on the developed categories. The final theme developed was the representative of the qualitative results that were used in complementing the quantitative results.

3.12. Triangulation of the results

This was done after the data collected from both qualitative and quantitative investigations was analysed. Generally, triangulation was done based on sequential technique where quantitative outcomes were enriched using the qualitative findings (Creswell, 2003). The research questions were responded to based on the quantitative results with reference to the subjective perspective sourced from qualitative results. This allowed the investigation to develop a comprehensive

understanding of the decisive factors that affect the transition of the Gurkha from military service to a civilian career in the UK.

3.13 Ethical procedures

This research study complied with all necessary ethical procedures recommended for an empirical investigation. The most effective stage of addressing ethical issues is at the data collection, analysis and reporting stage (Saunders et al., 2007). Most of the ethical issues that are necessary during accessing of the participants were addressed in the description of the research procedures. Specifically, the investigator employed a participant's information sheet in describing how confidentiality, anonymity and voluntary participation was achieved in the process of conducting the study (Creswell, 2003). These issues were also handled in the data collection, analysis and reporting process. The investigator acquired ethical approval of the institution that was involved in the study before data collection from the participants was initiated. Confidentiality was achieved by ensuring the data collected from the participant was protected and the approach of storage involved anonymity. Particularly, all personal information was kept and protected to prevent any other parson from accessing the data as an approach of guaranteeing confidentiality. Furthermore, all the participants were informed about all the objective of the data. To ensure future protection of the participants' information, all the information collected from the participants was destroyed at the end of the investigation. Application of all this approaches ensured that this investigation maintained high levels of confidentiality. Anonymity was achieved by excluding all information that identified participants in the report. Reporting of the qualitative findings was conducted using pseudonyms completely concealing the participants' identities.

Informed consent is a necessary ingredient of voluntary participation where the participants are informed of their rights, risks, and benefits of taking part in the investigation. The participants of the qualitative part of the investigation signed a consent form that indicated that their participation was not subject to the investigators influence. More so, the participants were offered free will of declining their participation even after signing the consent form without any consequences. Moreover, the participants were assured that the investigation was not subjecting them to any form of risk or unlawful activity.

Likewise, the participants were informed that the investigation would not compensate them for participating in the study as it was free and voluntary. However, they were informed of how the Gurkha community in the UK would benefit from this investigation as it would identify ways of effecting smooth transition from a military life to a civilian life in the UK.

Another important ethical issue that was considered in this investigation was related to clarification of the role of the investigator in the study process. The credibility of results is determined by the levels of the researcher's objectivity (Saunders et al., 2007). This was particularly important in the qualitative part of this investigation as the investigator was directly interacting with the participants in the process of developing the subjective point of view on the research phenomena (Blessing & Chakrabarti, 2009). As much as compassion is an important aspect of qualitative research process, maintenance of objectivism during the process is necessary to enhance the reliability of the data. Thus, this investigation maintained high levels of objectivism while ensuring that all the data was gathered from the participant's point of view.

3.14 Conclusion

This chapter provided a detailed description of the research methodology that was used in examining the critical factors affecting the process of Gurkha transition from a military career to a civilian career in the UK. Generally, the investigation employed a pragmatic research approach that combined both quantitative and qualitative research designs in the investigation. As a result, the approach that was employed in collecting and analysing data, the sampling procedure, quality of study in relation to validity and reliability, and ethical procedures have been described in detail. The next chapter will present the data that was collected and analysed in this study.

Chapter 4: DISCUSSION & ANALYSIS

4.1. Introduction

The previous section provided a description of the methodology that was adopted in this study. The description provided the approach that was adopted in the collection and analysis of data for this research study. This chapter is a representation of the results gathered from the analysis of the data and the relation of the findings to the research objectives of this investigation. Thus, the analysis of the data gathered was limited to the themes founded on the research objectives of this study

**4.2. Results and discussions**

This research study identified six areas that were to be addressed in order to fully explore the research problem. The results will examine the data gathered both quantitatively and qualitatively with a focus on the research questions identified in this study.

4.2.1 Cultural aspects of the Gurkha in relation to the UK business culture

Business activities are influenced by culture in so many ways including processes such as negotiation styles, communication, team building, meeting management, decision making and even problem solving process (O'Rielly et al, 1991; Iacob & Dumitrescu, 2012; Hofstede et al., 2012). This highlights the central role culture plays in employee-employee relationship as well as the employee-employer relationship at work environment (Hofstede et al., 2012; Denison et al., 2004). Therefore, cultural diversity is a major issue that affects the ability of individuals from different parts of the world to successfully integrate in a single business environment (Iacob & Dumitrescu, 2012). The case of the Gurkha in the UK is not different. Their home country is Nepal where they

are nurtured from childhood to about 20 years under the Nepalese culture. As discussed in the literature review, Nepalese culture is quite distinct especially in terms of communication where the relationship between individuals and the caste in which they belong to determine the approach to communication and the way respect is accorded (Ragsdale, 1990; Iacob & Dumitrescu, 2012). This is not similar to the UK case where status does not come automatically by birth; it is earned (Szumiel & Kowol, n.d). This presents a business environment that encompasses people from two distinct cultures that is dominated by a single approach to culture. The findings of the quantitative phase of this investigation supported this idea. 97 % of the participants suggested that the cultural practices observed by the Gurkhas is very different from those practiced by people in the UK. Moreover, 95 % of the participants were of the idea that cultural differences between them and the British was the main hindrance in their process of transitioning from military service to a civilian career in the UK. Furthermore, when the participants were asked to provide a response on the link between their cultural identity and their transition from military service to civilian work environment, 87 % of the participants agreed with the notion that the main obstacle to their effective amalgamation into the British work environment is their culture. More so, when asked about their approach to decision making and problem solving, most of the participants recommended that their approach is quite different from most of other employees they were interacting with an average of 78 % of the participants supporting this idea. The above responses were summarised in the graph below

Fig 1: Graph representation of Culture and decision making differences among the Gurkha and in the UK
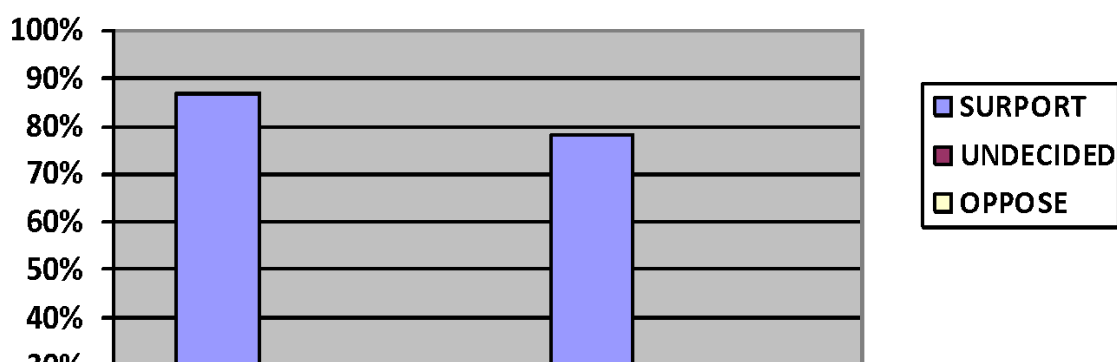
Where A and B represents

A	Culture is the main obstacle to effective integration of the Gurkha into civilian life in the UK
B	Decision making approach between the Gurkha and UK society is different

The investigation went further and examined the correlational level of the approach to communication of the Gurkhas and the UK citizens. 89 % of the participants completely agreed with the suggestion that they communicate very differently at work as compared to their counterpart UK citizens at work. The chart below illustrates the reposes with regard to approach to communication

Fig 2: Pie-chart representation of approach to communication differences

This presents a very complex situation in regard to communication for the Gurkhas in a work environment where majority are UK cultured individuals. However, the participants were of the idea that the current cultural differences between them and their colleagues are manageable with 60 % of the participants backing this view. The major problem that may have hindered suppression of the cultural differences between the two groups was the limited emotional competence at work place as 76 % of the participants suggested that their work place had very low level of emotional competence. The graph below illustrates the results on the level of emotional competence at work where majority of the participants viewed the emotional competency of UK society to be low

Fig 3: Graph-chart representation of the level of emotional competence at work in UK
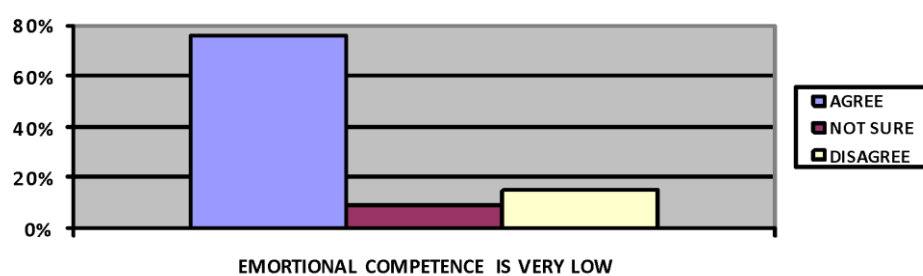
This presents a complex position as most their colleagues at work cared less whether their cultural background affects their perception of communication at work environment. The fact that the Britons have complete separation between work life and personal life makes them to clearly take

communications at work in the right perception as opposed to the Gurkhas who have been known to personalise any communication whether at work or out of work.

To develop a deeper insight into the impact of cultural differences in the integration of the Gurkha retirees into the civilian employment opportunities, the investigation examined the level of cultural impact on civilian and military work environment. The participants clearly demonstrated that culture controls the civilian work environment with 72 % of the participants agreeing with the idea.

The data that was gathered from the participants of the interviews clearly demonstrated the above as the clear state of the situation in regard to the link between the problems the Gurkhas were facing with the cultural gap between UK and the country of origin of the Gurkhas. Most of the participants attributed the tribulations of the Gurkhas to the existing cultural incompatibility between then and their colleagues in the new work environment. For instance, one of the participants suggested "… *this is not the military where one commands and things are done… we must agree on something, build a consensus and amalgamate our thoughts… this is not the case as we have very distinct perspective of the work environment, as opposed to most of our colleagues…*" This shows how the variance in culture limits the ability of the Gurkhas to integrate into the UK society successfully and maximise the opportunity they earned recently of retiring into the UK society and not repatriated back home as retirees.

4.2.2 Transition from military to a civilian career

This was another area that was examined by this study in an attempt to develop a deeper understanding of the situation Gurkha retirees in the UK's civilian employment environment. Various investigations have developed a foundation of these argument in that they present military career in a very distinct manner that is based on command and obeying the command (Baruch & Quick, 2007; Crosby, 2010). Studies have also suggested that there are very few instances when logic applied to the daily process of the military (EBCSBA, 2012; Crosby, 2010). The spirit of brotherhood, comradeship, togetherness and working for the group is what defines the military practice (Crosby, 2010). This is quite different when reviewing the business culture of most western nations where individualism rules the market (Szumiel & Kowol, n.d). The approach adopted in conducting oneself as a military person is very distinct and similar among all military persons. Therefore, the possibility of persons emanating from different cultures not integrating successively is very low.

Similar findings were gathered from the participants in this investigation. 76 % of the participants suggested that the approach to job and communication in the military is very different to the approach adopted by civilian employment sector. Another 72 % of the participants declared that cultural compatibility among colleagues in the military is rarely a necessity as compared to the case of the civilian employment environment. This presents a situation that is quite complex and challenging for the retired Gurkhas as they may have served in the British military for a long time, but have learned very little about the UK culture and approach to business. Thus, Gurkha military retirees working in the civilian environment in the UK find it quite challenging to fit in and be fully

motivated. Moreover, the investigation also inquired about the approach to communication, problem solving and association in by the military and its implications on the process of integration in the civilian job market in the UK. Among the participants, 92 % suggested that the above factors played a major role in complicating the process of transitioning from the military to the civilian sector. Similar findings were obtained on the inquiry on the training practices in the military and its application in the civilian sector. 91 % of the participants suggested that most of the skills and knowledge gathered during their military career had very limited application in the civilian sector of the economy. This presents a situation where an expatriate working in the military in the UK faces problems when changing the career from military. The fact that limited training programs in the military target transitioning from military to civilian life especially for the militants who face cultural complexities makes the process of transition of the Gurkha from the military to civilians in the UK very challenging. The graph below summarises the survey findings on the transition from military to a civilian career in the UK by the Gurkha.

Fig 4: Graph-chart representation of the differences between military and civilian career
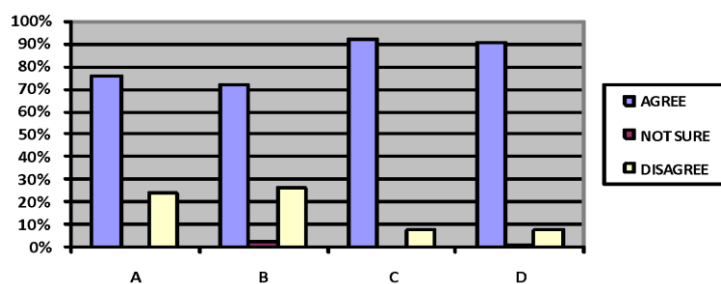
Where A, B, C, and D represent the following statements

	Statement
A	The military career is very different from civilian career in terms of daily job processes and communication
B	Working as a militant does not require cultural compatibility as working as a civilian
C	The approach to communication, problem solving, and association practiced by the military makes it hard for the Gurkha to integrate effectively into a civilian career opportunities
D	The training offered in the military is not effective to Support my transition of the Gurkha from the military to a civilian career in the UK

The findings gathered from the interviews were of similar opinion as to the information gathered in the survey. Most of the participants identified general educational programs and physical training as a major training programs offered by the military. According to one of the participants in an interview, "*the military has known that most of us are settling in the UK after retiring for sometime… there are not training programs that specifically focus on our integration into the UK*

society bearing in mind that we are foreigners here…" a clear indication that as much as the Gurkhas are a well known regiment of the British military dating back 200 years, the military unit has very limited knowledge about their complexities and has not initiated any program that will ensure successful and smooth transition of the retirees into the general population. Various authors have clearly stated that different work environments have different culture (Iacob & Dumitrescu, 2012; Hofstede et al., 2012). Bearing in mind the distinctiveness of the military and its culture, it is obvious that cultural complexities are bound to arise when expatriate military personnel is transitioning from the military to the civilian sector.

On the other hand, the Gurkhas have been nurtured to operate as efficient militant and have been historically known to naturally possess military capabilities ranging from aspects such as aggressiveness, loyalty, self-efficiency, physical strength, resilience, orderliness to courage (Levi, 1996). All these aspects present a personality that may be beneficial and at the same time challenging in a civilian environment especially in situations where there is a cultural gap. Based on an interview of most of the participants sourced from the Gurkha retirees, it was evident that most of the features that they considered their strengths while in the military, accounts for their weaknesses as civilian employees. For instance, a participant suggested "*the only aspect of British culture I am fully aware of is the military culture where strict adherence to commands and instructions is the definition of a good employee… this is not the case in the civilian sector as they depend on employee creativity in manipulation of instructions, which is quite challenging to me… I have grown up with a perception that non-adherence to instructions is misconduct… I have ended up as one of the poor performers in the civilian sector and yet I used to be one of the best as a military serviceman.*" Consequently, the lack of effective approaches of tapping into the strengths

of the Gurkha retirees in the UK civilian sector is not only affecting the process of transitioning of the Gurkhas from the military to civilian life, but also limiting their inputs to the economy as most of them are misconceived.

4.2.3 The complexities in civilian employment opportunities

From the literature review, two major problems that affect employment opportunities were identified as culture and previous work experience and expectation. The concept of culture and its implication to business operations has been analysed by many investigators (O'Rielly et al, 1991; Iacob & Dumitrescu, 2012; Hofstede et al., 2012). In fact, cultural gap is a major aspect of strategic planning for international businesses especially for expatriation and repatriation processes where expatriates are expected to effectively amalgamate into the foreign country business culture (Iacob & Dumitrescu, 2012; Hofstede, 1991). The situation of the Gurkhas is complex in that they are affected by interaction between three aspects of culture when analysed from civilian work environment point of view. The first aspect is their national culture, which is more conservative and communistic in nature as opposed to the British culture that is capitalistic driven by individualism. Secondly, the history of the Gurkhas plays a disadvantage to them where military services have been part and parcel of their life since time in memorial. Other major practice they are well acquainted to as an aspect of their upbringing is agriculture, which is considered a major economic practice back home. These are not necessary in most job opportunities in the civilian sector of the UK economy. In addition, the military culture and lifestyle limits their compatibility in the general population. Since they were taken into the UK army, they have limited time to interact with the general population limiting their ability to develop effective distinction between the military culture and general population culture.

The participants in the survey agreed with most of the arguments listed above. This is evident because 87 % of the participants agreed that cultural gap is a major problem in their effectiveness as employees in the civilian sector in the UK. More so, to develop a more in-depth analysis of the problems, the association levels of the employees in the civilian sector of the UK with respect to the expectation of the Gurkha employees was analysed. The findings indicated that most of the participants regarded the UK civilian sector as unique and not relevant to their expectations as militants as well as Nepal citizens. This was evident as 67 % of the participants regarded job relationships in the civilian employment opportunities in UK as being different to what they are used to. Specifically, 87 % of the participants suggested that employees had limited respect for personal space and private matters. This was emphasised by the fact that 85 % of the participants noticed communicational problems where the approach to communication at work made them uncomfortable resulting to diminishing motivation at work. Furthermore, the survey examined whether there were differences between the association of the employer and employee in the work environment in relation to their expectations. 66 % of the participants were of the idea that the approach to the association between employers and employees was very different to what they were used to. The table below provides a summary of the responses gathered on this issue.

Fig 5: Graph-chart representation of the cultural incompatibility in UK's work environment
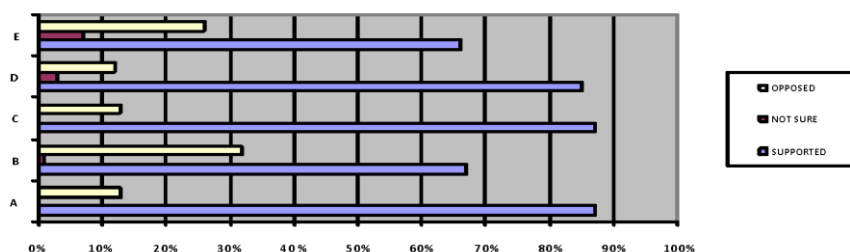
Where A, B, C, D and E represented the following statements

	Statement
A	The difference between the Gurkha and the British culture affects the job environment as a civilian Gurkha in UK
B	The level of association at work between employees is very different
C	The relationship between employees and the boss is different from Gurkha expectation
D	Respect among employees in the civilian sector is limited
E	The employees communication style affects the Gurkha making their working conditions sore

The interviewed participants shared similar remarks as the survey. Most of the participants who were interviewed identified diminished respect of private life and personal space at work, and poor levels of association at work. This highlights the effects of cultural differences as most of the Gurkhas were analysing the UK work environment from their cultural point of view integrated with military culture. Furthermore, when examined on how their employers were treating them, most of

the participants highlighted limited leadership and poor communication on the roles and duties of the employees as some of the aspects of the leaders. Specifically, one of the interviewees suggested "*I am normally given tasks that require specific directions and instructions, but my boss normally leaves and when he comes back he expects all the work to be done as he wanted without offering any specific instructions…*" This is a clear indication that the Gurkhas are unaware of the level of liberalism in decision making in most organisations in the UK where the employer trusts that the employee will make the right decision. They are used to specific instructions, which are one of the military cultures that do not fit in the civilian work environment of modern business dynamics.

4.2.4 The effects of transformation from a military career to a civilian career in the UK

Studies have shown that career change comes with both positive and negative effects (Baruch & Quick, 2007; Denison et al., 2004; Crosby, 2010). The situation of transiting from military to a civilian career is in fact more challenging as the latter as a quite different culture. Therefore, individuals transiting from military to a civilian career may face several complexities such as cultural shock. The situation of the Gurkhas is further complicated by their way of life that is closely linked to military services. More so, the fact that they are not UK citizens makes the situation convoluted as the effects of national culture variance to expatriation process has been classified as a major threat to the process.

The survey responses provided similar challenges anticipated from analysis of previous literature. 76 % of the participants found it very challenging to actively live and work in the UK. The fact that the Gurkhas are foreigners it is expected for them to face problems, but their situation is worsened

by their military career that has an influence on the way they conduct themselves as employees. The survey went further to examine the source of the difficulties by trying to link them to the general conduct of their colleagues, as well as their approach to communications. The findings indicate that their colleagues have an unusual approach to communication and general personal conduct at work. This was evident by 62 % of the participants who backed the idea.

The main effect of the complexities around the transition of the Gurkhas from military to a civilian career in UK is the inability to hold on to one job by most of the participants. This was evident as 89 % of the participants were unable to hold onto one job. Moreover, the process of sustaining long-term employment opportunities in the UK has been challenging to most of the participants as 64 % of the participants were completely incapable of securing long-term employment opportunities as civilians. To provide a deeper insight of the conditions of the Gurkhas as civilians in the UK, this paper generally inquired about their compatibility as civilians in the UK. 57 % of the participants felt insecure as civilians. This may have been due to the UK laws that expect expatriated below 65 years of age to actively participate in economic practices or risk deportation. The graph below summarizes the findings gathered from the survey participants on this issue.

Fig 6: Graph-chart representation of Gurkha complexities in UK's civilian life
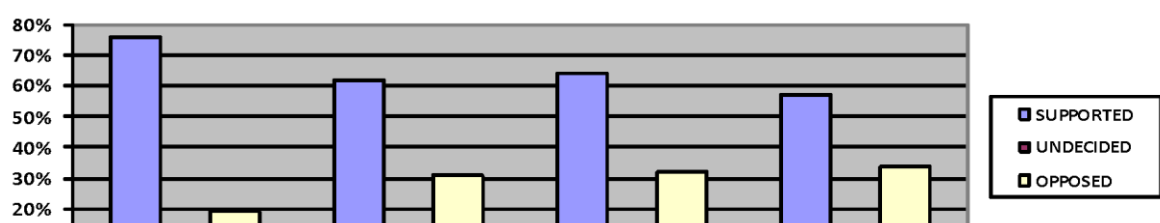
Where A, B, C, and D represented the following sentiments

	Statement
A	It is difficult for Gurkha retirees to live and work in the UK
B	Working as a civilian in the UK is stressful challenging the differences between British and Gurkha communication and conduct approach
C	It is hard for retired Gurkhas to secure a long term employment opportunity as civilians in UK
D	Civilian life for the Gurkhas in the UK in insecure

The interviewees lined the findings of the survey by identifying job insecurity and incompatibility as the major challenges they were facing as civilians in the UK. In addition, they perceived the cultural differences in the job environment as a form of discrimination as one the interviewees suggested "I do not like the way I am handled at work like a machine no one cares about what goes on in my life it is like I am none existent…nobody cares if I am doing the correct thing or not unless

instructed by the boss to assist…" This is a challenging situation for the Gurkhas especially due to the fact that they emanate from a collectivist society contrary to the UK case that is predominantly individualistic. As a result, the retired Gurkhas are in a dilemma with regard to managing their life as foreigners in the UK and developing their career as civilians.
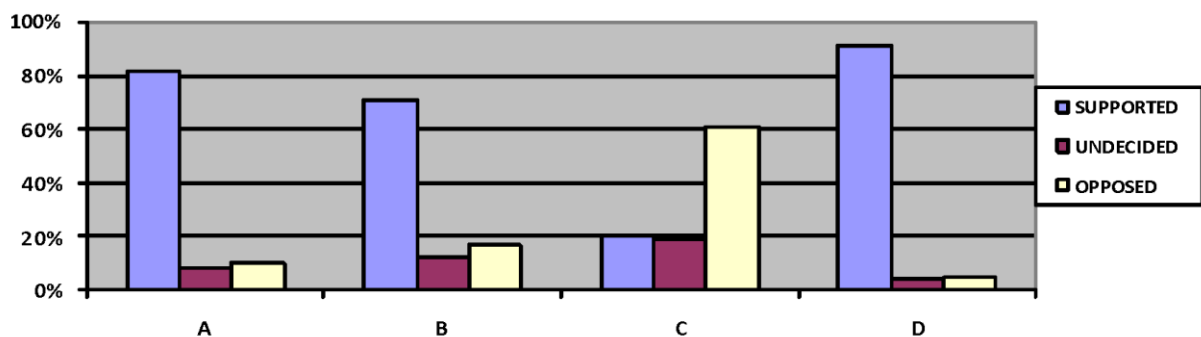
4.2.5 Environment in the civilian employment sector

Getting insights into the work environment in the civilian sector with regard to opportunities and fairness for the Gurkhas was necessary in the process of building up the critical analysis of the retired Gurkhas as civilian employees in the UK. Studies have shown that with recent increased levels of globalization, organisations have increased focus on putting into consideration the cultural sensitivity of their employees as an approach of containing the effects of cultural gap between employees from different national identities (Iacob & Dumitrescu, 2012; Hofstede, 2001). This should be the case in the UK bearing in mind that it is one of the economies that have been widely opened up by globalization.

The survey results on the above issue revealed interesting facts as the work environment of most of the participants were unsupportive with 82 % of the participants agreeing with this opinion. The unfavorable environment as perceived by most of the participants is evident due to unfair treatment by employers as well as fellow employees at work as 71 % of the participants suggested that they were not treated fairly at work. The impact of this unfavorable work environment on the participants was examined through analysing the relationship between the participants and their

employer. Only 20 % of the participants had a good relationship between them and their employers. This means that the participants had very low level of job satisfaction a leading motivational determinant in most organisations. Such employees are bound to commit mistakes and even risk losing their jobs due to the sour relationship between them and their employer. Furthermore, 91 % of the participants generally expressed unwelcoming behaviors among most of their colleagues at work. This may be majorly due to different cultural approach to communication, association and work. The table below was used to summarize the findings on this issue

Fig 7: Graph-chart representation of the analysis of work environment for Gurkhas in UK

Where A, B, C and D represent

	Statement
A	The civilian work environment in the UK is unfavorable
B	The Gurkha retirees are treated unfairly as civilian employees in the UK
C	The retired Gurkhas have a good compact relationship between them and their civilian employer
D	Colleagues in the civilian job opportunity are very unwelcoming to Gurkha retirees

The interviewees confirmed the above assertion by suggesting that the work environment was too cold as most of their colleagues kept to themselves with minimal communication while at work. This is a clear indication that there was tension at work mainly due to the fact that the participants were foreigners with military experience making their workmates unable to effectively communicate to them. This is also based on the British culture that tends to avoid confrontations that are full of uncertainties.

4.2.6 Factors that affect transition of the Gurkhas from military to a civilian career

The analysis of various complications that the Gurkhas face when transitioning from military service to civilian life in the UK reveals a complex situation. Studies have shown that career shift from military to civilian is like shifting from one country to another where the countries have

distinct business practices and culture (Iacob & Dumitrescu, 2012; Crosby, 2010). Moreover, expatriate employment is poised to be affected by cultural incompatibilities and misconceptions (Hofstede et al., 2012; Denison et al., 2004). These are the major areas where the complications of the Gurkhas originate from in combination of their history that is richly inclined to military practices as a major income activity. Thus, this study identified the history of the Gurkha community, the difference between the British and Nepalese cultures, historical association between the Gurkha military and the UK, educational skills and competencies, and the military culture as the major areas that are responsible for the difficulties the Gurkhas are facing in transitioning from the military to a civilian career in the UK.

The survey result on the above was mainly focussed on determining the most influential factors in the list above. From the survey, the difference between the British and Nepalese cultures emerged to be the major factor with 52 % of the participants placing it at the fast position. This was closely followed by the military culture which was backed by 42 % of the participants. Historical association between the Gurkha military and the UK, the history of the Gurkha community, and educational skills and competencies came in the third, fourth, and fifth positions respectively indicating the minimal implications of educational qualifications in the smooth transition of the Gurkha from military to the civilian sector as productive individuals. The pie chart below summarizes the voting patterns sourced from the participants in the process of ranking the five main areas that affected the process of transitioning of the Gurkha from military service to civilian employees in the UK.

Fig 8: Pie-chart representation of the factors that affect transition of the Gurkhas from military to a civilian career in UK

Where A, B, C, D and E represent:

	Statement
A	The difference between the British and Nepalese cultures
B	The military culture
C	Historical association between the Gurkha military and the UK
D	The history of the Gurkha community
E	Educational skills and competencies

The interviewees backed the above findings with a majority of the participants clearly identifying cultural incompatibility as the major hindrance to their smooth transition from military to civilians

in the UK. Therefore, this study can comfortably conclude that the major challenge the Gurkhas are facing in the UK is as a result of cultural gap between their way of life and the British culture.

4.2.7 Strategies for smoothing the Gurkha transition from military to civilians in the UK

Various investigations have analysed the concept of expatriation and repatriation with specific reference to the complications that arise due to cultural differences (Hofstede et al., 2012; Denison et al., 2004). The fact still remains the Gurkhas are expatriates working in the UK. The tricky situation as far as the Gurkhas in the UK is that they have been working in an environment that is completely cushioned from the impact of cultural differences on job performance and employee compatibility. This is mainly due to the thorough training practices that are focussed on code of conduct of the military that completely overshadows the effect of cultural differences among the employees. This situation is further complicated because all the Gurkha recruits into the British army work in a regimen that is specifically designed for the Gurkhas and recruits Gurkhas only. This means most of their colleagues in the regiment are close family members resulting to minimal impact of cultural diversity in their performance as military personnel.

The recent changes by the British government focussed on settling the Gurkha retirees in the UK (The Gurkha Welfare Trust, 2014), has complicated their situation exposing the effect of cultural difference in work and general business environment (Hofstede et al., 2012). As earlier mentioned, the history of the Gurkha community, the difference between the British and Nepalese cultures, historical association between the Gurkha military and the UK, educational skills and competencies, and the military culture are the major areas where the challenges facing the Gurkhas are rooted

from. Responses from the survey and the interview mainly involved various changes with a focus to the stated areas as the way forward in levelling the transition of the Gurkha from military to civilian employees in the UK.

4.2.7.1 The difference between the British and Nepalese cultures

This was identified by the survey as well as the interview participants as the leading cause of the problems of transitioning of the Gurkhas from the military to civilian employment opportunities. There were two major suggestions that were identified by the survey on the way forward in handling the above complexity. 78 % of the participants advocated for their transition training programs offered by the military to consider educating them on the British culture and how it interacts with the business environment. On the other hand, 69 % of the participants advocated for job training programs on culture differences and approaches of managing the cultural differences at work.

The interview participants were of the idea that the problems they are facing are as a result of their work environment lacking cultural sensitivity. Their employer knows they are expatriates from a nation that has a very different culture as compared to the UK business culture. Measures should have been taken by the organisation to develop culture sensitivity and boost the levels of job satisfaction of the Gurkha military retirees.

4.2.7.2 The military culture

Studies have shown that military culture is somewhat different from the general business culture (Crosby, 2010). The participants in this investigation agreed that they had noticed that normal

business activities are not conducted as the activities conducted by the military. Survey participants were of the idea that the training currently offered by the military for transitioning purposes is inadequate and cannot meet the needs of the Gurkha as they are transitioning from a culture that defines their lifestyle to something new. Moreover, 72 % of the survey participants were of the idea of transitioning to civilian employment opportunities that embrace military culture such as private security firms. Furthermore, the interviewees believed that they can clearly distinguish between military culture and civilian culture once they are fully aware of the UK's business culture.

4.2.7.3 Historical association between the Gurkha military and the UK

The association between the British and the Gurkha dates back 200 years with strict boss servant relationship where the Gurkhas where British expatriate militants who had developed personalised relationship and trust (Ragsdale, 1990; Levi, 1996). This has presented the Gurkhas to the British as militia community due to their history. This is a very negative perspective when viewed from a business environment. It becomes very hard for other employees to freely interact with such people due to fear cultivated in them by the highly publicised mercenary characteristics of the Gurkha. This was evident from the survey respondents when 52 % of them suggested overall change of public perception of their character as one of the ways they will be comfortably accommodated at work. Moreover, 42 % of the survey participants suggested organisations that absorb them to focus on training their employees on managing the character of the Gurkhas as normal humans and not militias.

The interviewees were of the opinion that UK should fully accept that they deserve to retire and settle within the UK owing to their historical association and develop measures of promoting the Gurkhas positively as normal people in the society to reduce the existing personal distance between them and the locals that is clearly affecting their job performances and compatibility.

4.2.7.4 The history of the Gurkha community

The Gurkha community is globally identified as militants dating back to the 7th century (Ragsdale, 1990; Levi, 1996). This means that the military practice has been encroached into the culture of the Gurkha. The height of their military practice was in the 18th century during the invasion of the British in their territory where they displayed outstanding military performance even though they had inferior weaponry compared to the British (EBCSBA, 2012).

More so, the Gurkhas are believed to be naturally militant in nature based on their history, which presents them a challenging perception as civilians in the UK. The situation is even made worse by the selection procedure that is clearly known in the whole of UK where the finest men among the militant community are selected. This impression cultivates fear among most persons that the Gurkhas interact with as civilians. According to the interviewees, this perception extends to work environment where they are not treated as equals by most of their colleagues resulting to unintentional discrimination. As much as the Gurkhas would prefer to retain their identity as one of the finest military group globally, they should be welcomed into the society with open arms as they are in UK to stay. One of the participants suggested publicising them through media as normal

persons so that they are easily approachable as a way of minimizing the segregation developed due to their history.

Survey participants, on the other hand, were on the idea of the organisations that employ them to seek for ways of bridging the gap between them and other employees through conferences and business trips that will focus on bonding among employees. This notion was supported by 47 % of the participants.

4.2.7.5 Educational skills and competencies

This factor had the least impact among the factors that hindered smooth transition of the Gurkhas from military service to civilians in the UK. The UK military is well known for its comprehensive educational training programs that equip its personnel unique skills and abilities resulting to very efficient employees into the civilian sector. However, a few participants in the interviews were mentioned suggestions with regard to educational training. They basically suggested development of cultural sensitivity training for both the military and the civilians to enhance the level of cultural sensitivity of the civilian organisations.

Chapter 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

This study investigated the challenges of the Gurkha retirees as civilians in the UK with a focus on their employment history as civilians. The investigation was initiated with a comprehensive literature review that examined the history of the Gurkhas, their military interactions with the British, the culture of Nepal, as well as the culture of UK. This culminated to the identification of the major areas that needed investigation. This areas were the cultural differences between the Gurkha and the British society, the difference between military and civilian work environment, the Gurkhas way of life in relation to the UK's society and the perception of the Gurkha by the civilians in the UK.

The use of mixed method of data collection and analysis that combined both qualitative and quantitative research designs allowed this investigation to ascertain the root of the problems the Gurkhas were facing as civilians in the UK to be due majorly to cultural differences and misconceptions developed based on the history of the interactions between the Gurkhas and the British. Specifically, the civilians in the UK generally presume that the Gurkhas are born militants and hence minimize direct confrontation with them at work affecting their compatibility in the civilian work environment. More so, the integration of the military history of the Gurkhas dating back to seven centuries ago with their many years of interaction with the British at military level emphasised on the uniqueness of the factors affecting their transition into the UK society once they retire. On the other hand the training programs offered by the military put less emphasis on cultural

differences between the Gurkhas and the UK society. This culminated to the development of some strategies that could help isolate and eliminate the existing problems, as well as future problems from the perspective of the participants. The most promising strategy is the introduction of cultural sensitivity training programs for both the Gurkha and the civilians in the UK.

5.2. Recommendations

From the study, it is evident that the most appropriate action was to increase the levels of cultural sensitivity of the UK organisations that directly handle such persons. However, the finding of this investigation had some limitations that could be eliminated through further examination of the research issue. The investigation had financial and time constraints that resulted to conduction of the investigation using a very small sample. As much as the Gurkhas in the UK are very few, increasing the population sample of the participants in the investigation would enhance the representativeness of the findings. More so, the findings were restricted to the Gurkha retirees residing in the UK. Developing a perception of the non-Gurkha military retirees as well as the general public would increase the depth of the investigation.

Furthermore, the investigation was limited to current and former employees of FSI World Wide Company. This may not provide a clear picture of the work environment of all the Gurkhas in the UK. Using more organisations in the investigation would enhance the findings. Conversely, the findings of this investigation will help improve the current transition of the Gurkhas from the military to civilian employees in the UK.

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APPENDICES

Appendix I: Interview procedure guide

Title of research: Retired Gurkhas to Civilian Career Transition

Research questions

1. What are characteristics and competencies the retired Gurkha posses that affect their performance as civilian employees?

2. What are the challenges and prejudices that retired Gurkha servicemen face as expatriate employees in UK?

3. What are the strengths and weaknesses of the retired Gurkhas as civilian employees in the UK?

4. What are the general attitudes of employers towards employees in the UK?

5. How do civilian employers handle retired Gurkhas in the UK?

6. What is the most effective approach that can ensure a successful transition of the Gurkhas from a military career to a civilian career in the UK?

Thank you for agreeing to take part in this study. This investigation will provide answers to the above questions with specific reference to FSI World Wide as an organisation. All the information gathered during this interview will be kept confidential and anonymous.

Part A: Introduction and Background

1. What is your position in your Organisation?

2. How long have you been working in that organisation?

3. What are the roles and responsibilities that accompany your position?

Part B: Characteristics and Competencies of the retired Gurkha

1. How do you conduct yourself while at work?

2. What are your competencies that suit the civilian employment opportunities in UK?

Part C: Challenges and prejudices of retired Gurkha servicemen face as expatriate employees in UK?

1. What are some of the challenges you face as a civilian employee in the UK?

2. Have you ever faced discrimination as a civilian employee in UK?

3. Is civilian work environment tolerant or intolerant to you?

Part D: The strengths and weaknesses of the retired Gurkhas as civilian employees in the UK?

1. What are some of the strengths you possess as a civilian employee in the UK?

2. Please can you tell us your weaknesses working as a civilian in the UK?

Part E: The general attitude of employers towards employees in the UK?

1. How do you rate your current employer?

2. How does your employer treat you?

Part F: Civilian employers and the retired Gurkhas in the UK

1. How do you rate the current employment as compared to the previous employer?

2. What are the differences between your military career and civilian career?

3. Between military and civilian career in the UK which do you consider easy to manage and why?

Part G: Approach for successful transition of the Gurkhas from a military career to a civilian career in the UK

1. Can you suggest what can be done to minimise the challenges you faced when you retired from the military?

2. What can the military do to ease the process of transition from military to a civilian career for the Gurkhas?

3. What changes in the civilian world can smoothen the transition of the Gurkha from military

to a civilian career?

Part G: Additional comments:

Thank you for taking your time to participate in this research study

Appendix II: Survey for retired Gurkhas to a civilian career transition

Section A: Demographic Details

Age:

Educational level:

a) Less than high school [ ]

b) High school graduate [ ]

c) Associate Degree [ ]

d) Bachelor's degree [ ]

e) Master's degree [ ]

f) Doctoral degree [ ]

Employment status:

a) Full time employment [ ]

b) Part-time employment [ ]

c) Unemployed [ ]

d) Retired [ ]

e) Any other… [please specify]

Annual income:

<div align="center">

Section B

</div>

The following statements reflect on the impact of transition of the Gurkha from military service to civilians in the UK using a scale of five scores, namely, strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly Agree (5). Please tick an appropriate response.

1. **Cultural aspects of the participants in relation to the UK business culture**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The culture of the Gurkha is very different from that of UK citizens					
I think my culture is the main obstacle in transiting from military to a civilian career					
My culture makes it hard to fit in the civilian work environment in the UK					

My approach to problem solving and decision making is very different to my colleagues					
The approach to communication and team work in the British business environment is quite different from my home country					
The cultural diversity between the UK and my home country is manageable in the business environment					
My new work environment has limited emotional competence					
A civilian environment is integrated with culture and the differences in culture results to incompatibilities and misunderstandings					

2. **Transition from military to civilian career**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The military career is very different					

from civilian career in terms of daily job processes and communication					
Working as a militant does not require cultural compatibility as working as a civilian					
The approach to communication, problem solving, and association practiced by the military makes it hard for the Gurkha to integrate effectively into a civilian career opportunities					
The training offered in the military is not effective to support my transition from the military to a civilian career in the UK					

3. **The complexities in civilian employment opportunities**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The difference between my culture and the British culture affects the work environment as a civilian					
The level of association at work					

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
between employees is very different					
The relationship between employees and the boss is different from what I know					
Respect among employees in the civilian sector is limited					
The way my fellow employees communicate to me makes me at work is sometime uncomfortable					

4. **The effects of transformation from a military career to a civilian career in the UK**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I find it very difficult to live and work in the UK					
Working as a civilian in the UK is stressful challenging because the way the British communicate and conduct themselves is very different to what I am used for					
I have managed to sustain one job since I retired from the military					

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have been unable to secure and sustain a long term employment as a civilian in the UK					
I am comfortable as a civilian employee					

5. **Fairness and environment in the civilian employment sector**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My current work environment is conducive					
I am being treated fairly at my current work					
I have a good compact relationship between me and my employer					
My colleagues in the civilian job opportunity are very welcoming and challenges					

Section C

Please provide a ranking of the factors you consider to be most influential to the least influential in the

process of transitioning from a military career to civilian career using a scale with five scores, which are

strongly dissatisfied (1), dissatisfied (2), neither satisfied nor dissatisfied (3), satisfied (4), and strongly

satisfied (5)

a. The history of my community []

b. The difference between British culture and Nepal culture []

c. The levels of association between the British and the Gurkha military []

d. My educational levels []

e. The military culture []

Section D

What do you think is the most effective way of handling Gurkhas transition from military persons to civilians

in the UK?

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