

**SPOUSE INTEGRATION SERVICES
FOR THE FOREIGN ACADEMIC STAFF**

Higher Educational Institutions in Tampere Region

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ABSTRACT

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This thesis was commissioned to find out the needed reasoning and background information in order to start formulating the new spouse services for the new Tampere University in the joint Hidden Gems –project of the three universities, Tampere University, Tampere University of Technology and Tampere University of Applied Sciences. The aim was to find out what services the chosen case universities offer for the spouses of their foreign academic staff and why the universities’ want to provide them. Also the service cooperation in each region was looked into. The benchmarking case universities chosen in the Hidden Gems -project were Eindhoven University of Technology in the Netherlands, ETH Zürich in Switzerland, KTH Royal Institute of Technology in Sweden, KU Leuven in Belgium, University of Basel in Switzerland and the University of Copenhagen in Denmark. The research results were also linked to the operational environment of the City of Tampere.

The theoretical framework included the adjustment factors of spouses, integration support services and the role and motivational factors of the employers in organizing the spouse integration services. The chosen research method was qualitative and the research data was collected with semi-structured benchmarking interviews. The inductive approach was chosen and the thematic applied analysis was used. The results are valid for the Hidden Gems -project, so this thesis does not aim at generalisation.

The research showed that the spouse services should include three service themes; relocation, career and social support. The guidance should be personalized and coaching and self-empowering methods in supporting the integration should be used. Networking is important for the successful professional integration. Cooperation with other integration service providers, especially in the relocation and social support is beneficial but the university employer should always be the first point of contact in order to form the perception of a caring and valuing employer. Managing the expectations of the employees and spouses should be the foundation of the available services. Targeting the integration services to the spouses of the academic staff has a significant impact on the success of the recruitments and thus the employer image.

The research results introduce a firm information foundation for the formulation of the spouse services in Tampere University. The regional collaboration is of significant advantage for all parties involved in the integration services and it is exemplified by the spouse integration ecosystem map of Tampere presented in this thesis.

Key words: relocation, integration services, accompanying spouses, dual-careers

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TERMS

The key terms are defined briefly in order to help the reader understand their meaning in this particular thesis. The meanings will be connected to the context throughout the thesis.

Accompanying spouse or partner are used as corresponding terms when referring to an unmarried or married spouse who follows her/his partner to another country due to the employment of the working partner.

Dual-career couples are couples where both partners aspire to continue their careers or look for highly demanding work in a relocation situation. They both are strongly oriented at career progression. In the academic context, at least one of the partners is a researcher.

Foreign academic staff refers to the researchers and teachers employed by and working for the universities, who are of foreign nationality.

Integration services are services offered by either the university employer of a foreign employee or those provided by the government, city or other actors such as non-governmental organizations etc. in order to smoothen the adjustment process of the foreigner and the accompanying spouse or family.

International recruitment means the recruitment of a foreign national, who accepts a position at a university in another country and relocates to the new country and region.

Relocation in this thesis is the term referring to the move of the foreign researcher and her/his spouse and family to a new country and region. There are formal and practical matters relating to the relocation, which has to be taken care of before and after the move.

1 INTRODUCTION

This part gives background information on the topic of the thesis “Spouse Integration Services for the Foreign Academic Staff”. First, it describes the wider framework of the background information of the thesis study by introducing some relevant global, European, Nordic and national level related research, policies and legislation. Then the research topic and reasoning behind will be clarified, the research questions presented and the limitations and structure of the thesis outlined.

1.1 Background

Balancing between the managing of increased migration and the tightening global talent competition is currently a constant challenge for the nations all over the world. The governments are increasingly looking into ways to prevent brain drain and to enhance brain gain. There are successful examples in the world, for instance from Canada and Australia, that legislative measures are clear indications of the attractiveness of the country. Canada has for instance introduced an Express Entry for skilled workers, which makes it possible for the experienced professionals to receive a residence permit smoothly – even a permanent one (Government of Canada 2018). Australia has a variety of skilled visa types and the latest under piloting is a Global Talent Scheme to attract the highly skilled staff to Australia to benefit the Australian industrial and commercial life (Australian Government n.d.).

Integration related legislation and policies have been and are being refined also around Europe, including Finland. The Finnish migration legislation was updated according to the European Union directive in year 2018 by enacting the law regulating the preconditions of entry and sojourn of third country nationals in the fields of research, studies, internships and voluntary work (719/2018). This law makes it easier for, among others, the researchers and their families to be entitled to longer residence permits and smoother migration formalities. In addition the impacts of this law clarify the entitlement to the Finnish social security and the public health care coverage for other than the nationals of the EU. This also shows that it has been acknowledged that the attraction measures have to include the whole family and also the spouses, because otherwise they can backfire.

The European university and research field has become conscious of the importance and influence of integration of the entire family of the researchers in international recruitments. Especially dual career issues are a megatrend in the European research context. (De Vos 2017) The European Commission commissioned a study in 2016 on research careers and dual-career couples and the effects of dual-careers on mobility. It uncovered that the main motives of dual-career couples to not to move to another country was due to family reasons. Then again, what weighed the most when making the decision of moving abroad were the family reasons, career progression, finding job for the partner and ensuring that the partner adapts well. In addition, the availability of childcare and other family services in the destination were considered important. Especially for the dual-career couples the aspect of finding work for the accompanying spouse had an emphasis of 90 % in the respondents' decision-making. (Research Careers in Europe 2016, 59-60)

Nordforsk commissioned Technopolis group, Faugert & Co Utvärdering AB to make a study on "Mobility of researchers in the Nordic Region: Sector Mobility and international mobility of academic researchers", which revealed some details relating to the family of the mobile researchers. One of the largest obstacles for bringing family along to a mobility period was the larger expenses and at the same time probable loss of partners income. This was because the majority of the respondents did not receive any additional funding for the family's expenses and the spouse was unable to work in the destination, so the family had to manage with one income. (Nordforsk 2014, 40) In addition, a strong concern was that the spouse and other family members needed to have something meaningful to do. If working is not possible for a reason or another, the partner needed to find something else to do, like volunteering or studying. Especially positive experiences were related to those host institutions that offered welcome and integration activities for the family members of the visiting researchers. (Ibid, 41)

In Finland, related policy programmes have been formed in order to improve the employability of the international talents in general. The Work in Finland - Government Migration Policy Programme to Strengthen Labour Migration determines the alignments in the immigration policies that promote in particular the work-related immigration, the integration support required and good relations within the population. The programme recognizes among others the accompanying spouses and foreign researchers as important talent resources for the Finnish economy and labour market. (Ministry of the Interior

2018, 9). The model of Andersson, King-Grubert & van Hest “The Cornerstones of Talent Attraction Management” (Figure 1) is used to illustrate the significant factors in the circle, which are talent attraction, talent reception, talent integration and talent reputation. The regulations, policies economic situation and political climate set the framework of conditions. The national environment on the other hand including the jobs, culture, quality of life, accessibility, place branding, education & research and networks can be seen as enablers. The managing of the ecosystem is the core but the cooperation within the ecosystem form the precondition that the circle can succeed. (Ibid, 22)

Cornerstones of talent attraction management

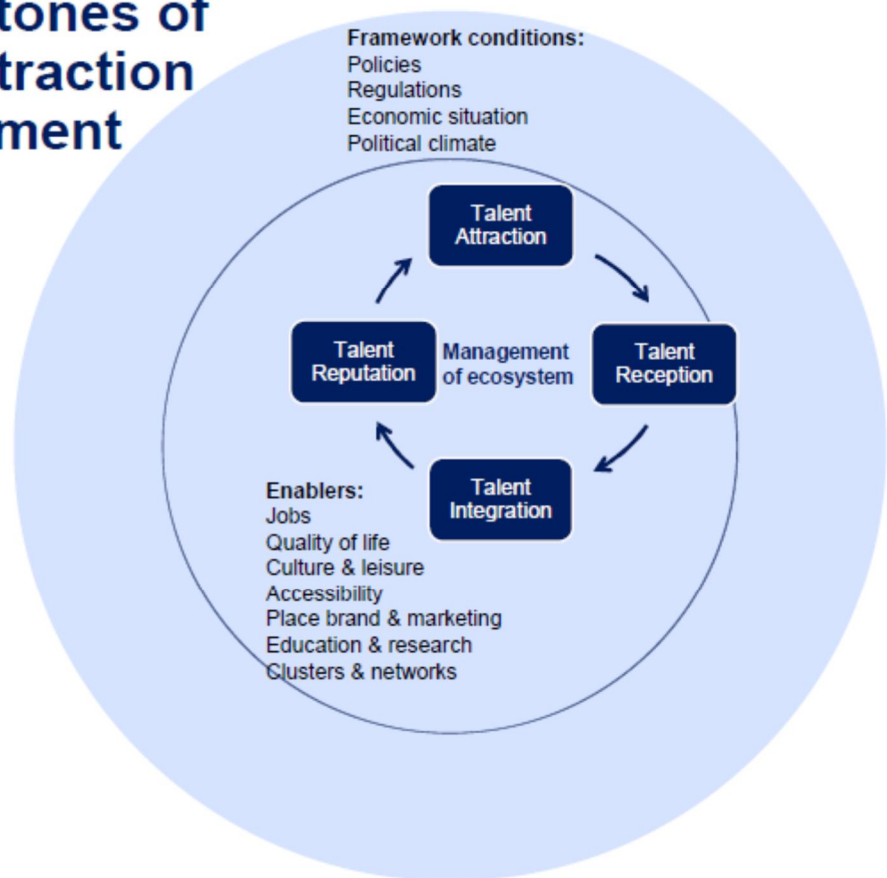


FIGURE 1. The Cornerstones of Talent Attraction Management according to Andersson, King-Grubert & van Hest (Työ- ja Elinkeinoministeriö 2017)

The Migration Policy Programme has been created alongside with the Talent Boost – International Talents Boosting Growth agenda, which is a governmental joint cross-sectoral programme to make Finland more attractive to international talents and to harness the talents already in Finland to become the facilitators of the growth, internationalization

and innovation of the companies in Finland. It aims at opening the labour market and business sector more for the international talents, spur entrepreneurship and to increase the international investments to Finland. (Ministry of Economic Affairs and Employment... 2017) The integration measures are even regulated by law and policies in Finland. The Act on the Promotion of Immigrant Integration (2011) lays down the measures and services the immigrants should be offered to support their integration. (Act on the Promotion of Immigrant Integration 2014) The law also involves an obligation and recommendation for municipalities, TE Services (unemployment services) and other authorities to perform multi-sectoral and regional cooperation when providing services related to integration. (Local and cross-administrative... 2014)

The fact that the competition of talents and different attraction and retention methods, like the spouse integration support are very topical matters especially in the academic field, already gives reasons to study and find out the suitable ways to organise the services for Tampere University. Also, the regulatory climate of Finland and the general positive ambience form a favourable base for the building of the services in Tampere.

1.2 Research Topic

Tampere University will start its operations in 2019 following the merger of University of Tampere (UTA), Tampere University of Technology (TUT) and Tampere University of Applied Sciences (TAMK). The merger project is called Tampere3. (Tampere3 2018) There are currently approximately 600 foreign researchers and teachers working for these universities as employees and some hundreds are self-financed. The international human resources teams in both universities are dedicated to offer services for the foreign academic staff in order to support them in all the relocation and integration related matters. The researcher of this thesis also works in the international HR team as an HR Specialist.

Both Universities (UTA and TUT) are Service Centres of the EURAXESS network and committed to provide services for all researchers interested in pursuing their academic careers in Tampere and Finland. EURAXESS – Researchers in Motions is a European-wide service network that offers support services and information to mobile researchers. The aim of EURAXESS is to support researcher mobility, career development and

improve cooperation in the scientific field between Europe and the rest of the world. EURAXESS network includes service modules of jobs & funding (including job offers, funding possibilities, working environment and conditions, and career development aspects), partnering (including host organisation search, start-up and collaboration possibilities), personal information and assistance (all relocation related information about living and working in Europe). There are currently 528 Service Centres in 40 European countries who are committed in giving personalized assistance for all researchers and their families in relocation and integration related matters free of charge. (About EURAXESS n.d.)

The Tampere3 International HR Team wants to improve the services and extend them also for the spouses and families of the foreign academic staff in the new Tampere University. In March 2018 the Tampere3 International HR Team started a two-year European Social Fund -based project called Hidden Gems to develop the integration services targeted for the spouses of the foreign academic staff of Tampere University. The emphasis of the project is in facilitating the employability of the partners but in addition to that, the overall integration related services and cooperation possibilities with the service providers in the region will be looked into. The Hidden Gems –project pilots three service entities; mentoring, networking and professional development with multiple actions for two pilot groups of 20 spouses in autumn 2018 and spring 2019 (Bélanger 2018).

Background information is needed for the Hidden Gems -project about the relevant and required forms of support both theoretically and in practice and for that purpose this thesis was commissioned. This study will benchmark the service functions of the chosen case universities and finds out what services they offer and how they organise the services offered for the spouses of their academic staff. Also the motivation and role of the employer in providing these services will be studied. This research will also look into the existing forms of integration service cooperation in the case universities and the collaboration possibilities in the Tampere region. The interviewees of the benchmarking case universities are introduced in Appendix 1.

The case universities chosen in the Hidden Gems -project are:

- Eindhoven University of Technology / the Netherlands
- ETH Zürich / Switzerland

- KTH Royal Institute of Technology / Sweden
- KU Leuven / Belgium
- University of Basel / Switzerland
- University of Copenhagen / Denmark

1.3 Research Questions

The objective of this thesis is to find out what integration services should be provided for the accompanying spouses of the foreign researchers at Tampere University and why and how the university employers organise such services. The purpose of this research is to use the benchmarking cases to describe the services in the case universities and to synchronize them with the adjustment factors of the spouses.

Accordingly, the goal is to answer the following main and secondary research questions.

Main research question is:

- What services should be provided for the spouses of the foreign academic staff of the university?

The secondary research questions are

- What is the motivation and role of the university as the employer of the foreign researcher in relation to the spouse support services?
- What kind of service cooperation can be applied in providing these services?

With these research questions this thesis concentrates on finding out the needed background information in order to start formulating the new services for Tampere University on valid and research-based facts in the Hidden Gems –project. The research will also give reasoning for the university to be involved in creating a service cooperation model for the integration services in collaboration with the local service providers. The research questions will be answered in the chapter 5.2. Discussion of the Results.

1.4 Limitations

The limitations of the research must be acknowledged. One clear limitation of this thesis is that it has limited amount of benchmarking cases, as they are the ones chosen for the Hidden Gems –project and thus the results are valid only for the purposes of Hidden Gems –project. Timeframe also limits the research and the approach, because it cannot follow the entire project schedule, which is two years.

In addition, the fact that the researcher is a novice in research and interview techniques can cause limitations to the results of the interviews. As Hirsjärvi & Hurme bring up, probably all interviewers fail sometimes and especially the inexperienced interviewers make mistakes (2011, 124). In this case the researcher rehearsed the interview and did her best. This was one of the reasons why semi-structured interview method was chosen, because it gives more latitude to both the researcher and the interviewee.

1.5 Structure of the Thesis

The contents of this thesis is divided into five chapters: Introduction, Literature Review, Research Methodology, Research Results and Discussion. Next, the contents will be presented in more detail and the research structure is outlined in Figure 2.

The first introductory chapter introduces the background framework and the topic of the thesis. The main and two secondary research questions are listed and explained. Also limitations and structure of the thesis are presented in this chapter.

The second chapter includes the literature review on the relevant previous research and information and presents the theoretical framework of the thesis. The main theoretical themes are the adjustment factors of the spouses, integration support services and employer role and motivation in providing services for the spouses. The main aim of this chapter is to provide a theoretical and informative approach to support the results of the research.

In **the third** chapter, the research methodology is described. The qualitative research methodology and the benchmarking interviews as the data gathering method are introduced. The thematic data analysis approach is defined. The reliability and validity of the thesis are discussed in the critical evaluation of the research implementation.

The fourth chapter first introduces the benchmarking cases. Then the research results and their analyses is described. The data is divided according to the scope of the services, (relocation support, career support and social support) and the role and motivation of the employer.

The fifth and final discussion chapter reflects and links the research results to the theoretical framework by replying to the research questions. The practical conclusions will be listed and the recommendations for further research are suggested. The current and future integration ecosystem in Tampere will be discussed in order to link the research results to the operational environment of Tampere for the new University.

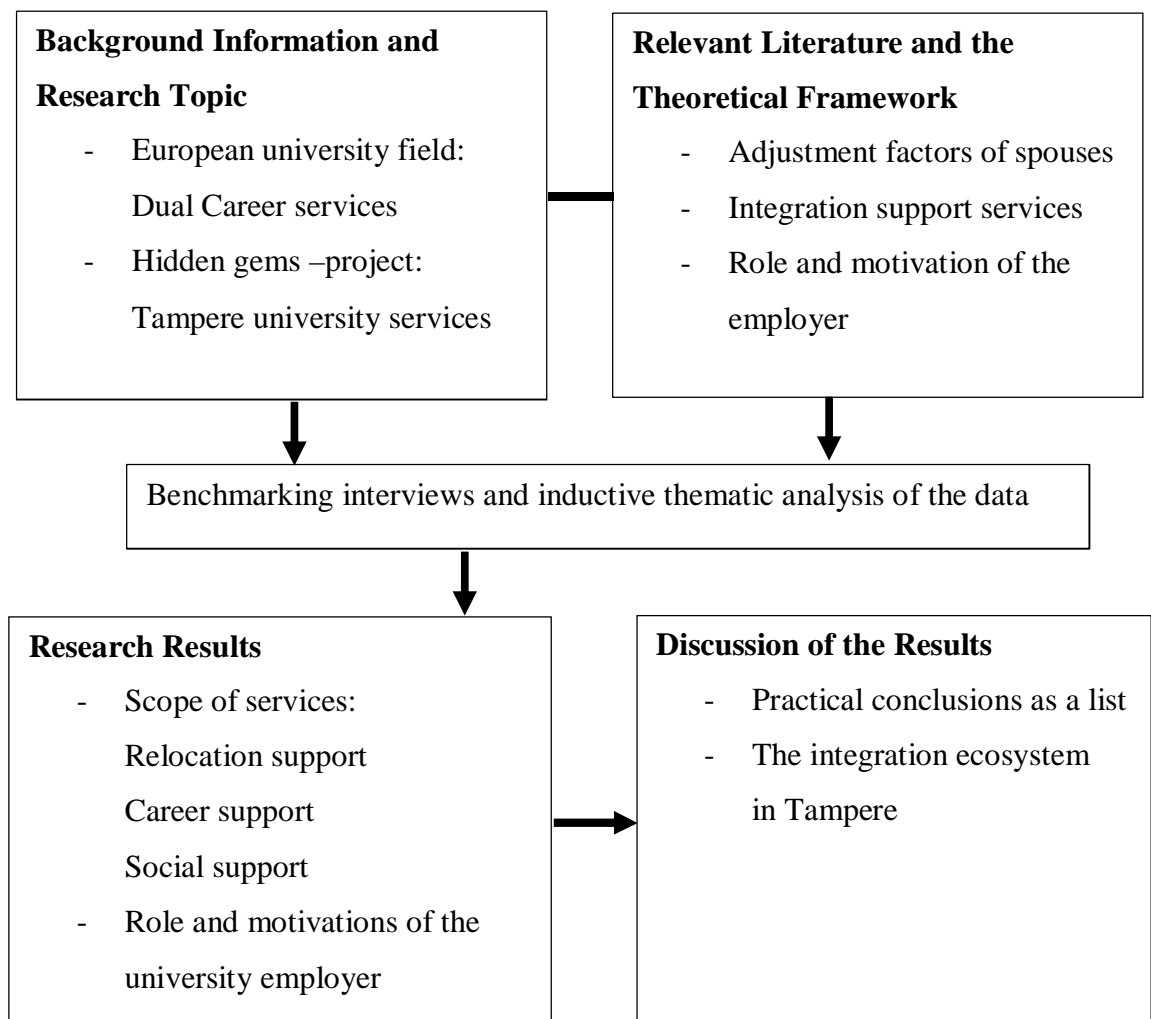


FIGURE 2. Research Structure

This first introductory chapter has clarified the background information and reasoning to make this thesis study and it has outlined the research structure. Next, the relevant literature will be presented and the theoretical framework of the research is illustrated in chapter two.

2 LITERATURE REVIEW

In this chapter, the relevant literature and previous research will be introduced and presented as the theoretical framework of the thesis. This thesis study aims at providing background information related to three aspects; what services should be provided for the accompanying spouses and what types of responsibilities and motivations the employer has in relation to the services and should collaboration be emphasized in organizing the services. To understand the motivation of the employer to create such services, it is also important to understand the spouses' point of views and effects of the services for the adjustment of the spouses and this is why the needs of the spouses will be introduced as well.

There is available research about the experiences of expatriate couples, but directly targeted to the international recruitments there is very limited amount of data. Expatriations differ from the international recruitments in that way, that the employer posts the expatriate to another foreign location of the organisation and often covers for instance relocation expenses to the full especially in global enterprises. In international recruitments - which are very common in the university field – the employee decides to accept a job offer and to move to another country to work and in these cases often the expenses occurred from the move and other relocation related aspects are covered by the employee her-/himself. Since the experiences and integration issues for the employee and the accompanying family are similar in both cases, can the expatriate focused research results be linked also with the integration in international recruitment situations. In this thesis they are used with thorough consideration.

The information regarding the employer responsibilities and motivation to organise services for the spouse of the international employees' will be outlined and linked to the research on the factors affecting the spouses integration and the relevant relocation and integration support services. In addition, the theory of perceived organizational support will be introduced, because it has a strong role due to the feelings of the foreign employees' and their spouses.

2.1 Adjustment Factors of the Spouses

International relocation influences multiple areas of life of the accompanying spouses, such as self-esteem, identity, marriage and family relationships. (McNulty 2012, 430, according to Harvey 1997) Vainikka also confirms that the relocation and adjustment process affects even the identity of the accompanying partner. In addition to finding new ways to fill their days and get used to the everyday life in a new and unfamiliar environment, in most cases they have to understand and cope with their new role as the stay at home spouse. (2016, 83) The organisation can facilitate the re-forming of the new identity by offering both professional and social support (McNulty 2012, 422). The multifaceted effects the integration process can have on the spouses of foreign staff underline the importance of the existence of supportive services.

Vainikka divided the factors influencing the adjustment of the partners in three themes: general and cultural factors, personal and relational factors and organizational factors (2016, 84). The general and cultural factors include amongst others the important role of the local language, weather conditions and depending on the personality of the individual, the values, food, transportation and internationality of Finland have an impact on the adjustment. The language issue is significant, since it has an effect on all dimensions of integration; general, interactional and work adjustment. (Ibid, 86) Providing language training is important and has an impact on the self-esteem, identity and independence of the partners. (McNulty 2012, 422) The command of local language can be seen as the gateway to the deeper understanding of the local culture. Especially in a small country like Finland, where Finnish people are not historically accustomed to large numbers of migrants, where the seasons play a significant role in the behaviour of the people and the culture has particular features, the language can be a vital tool to understanding the Finnish mindset.

The personal and relational factors deal with the earlier international experience of the person, interaction, making friends, social ties to the home country, attitude, motivation and other personal attributes. (Vainikka 2016, 88) The overall adjustment experienced by the individual is mostly affected by the interactional adjustment, which is impacted especially by the personal factors. (Ibid, 90) McNulty also confirms that the partners' ability to reconstruct the social sense of themselves has the most significant impact on the adjustment (2012, 422). McNulty and Li & Jackson conclude that adequate and suitable

organisational support to help reduce the uncertainty and anxiety, can facilitate especially the interaction adjustment (McNulty 2012, 421 & Li & Jackson 2015, 485). It can be seen in the practical relocation assistance that those who have experience in moving to another country have an independent grip and open attitude on the necessary formalities and even the adjustment itself. But it can also cause surprises to these individuals when they think that they know how things work and how the integration process feels and still they encounter new and surprising situations.

From Vainikka's research, the organizational factor of most value to this thesis is the employment status of the partner, because the research indicates that the unemployment of the spouse makes the adjustment more challenging in dual-career relocations (Vainikka 2016, 91). In case the partner wants to work or financially has to be working, the unemployment of the spouse can be the biggest problem and cause most negative effects to the international adjustment (ibid, 92). According to the Permits Foundation, the employed accompanying spouses consider that working has also wider positive impacts on the adjustment related to health and family wellbeing and willingness to stay in the country (2009). McNulty points out that dual career support is strongly appreciated by the foreign employees and their spouses (2012, 422). This factor seems to have a pronounced effect in the research and university field, because it is quite often so, that also the spouse of the researcher or professor has work experience in academia and aspires to continue in the specialized field or demanding work for instance.

In case there is no motivation or need to work, the partners take care of home and children or find something else meaningful to do, like hobbies or voluntary work. Thus, the support for the spouses should not be limited to paid work and it is important for the recruiting organisation to realize the importance of individuality in providing the support services. (Vainikka 2016, 92) The practical experience shows that all the relocation customer cases are different and the advice and information have to be tailored accordingly. This brings the added value for the customers.

2.2 Integration Support Services

Three types of organisational support; practical, professional and social support, have a vital impact on the accompanying spouses' adjustment influencing career aspects, marital stress and identity reconstruction. (McNulty 2012, 420) The emphasis of the services should be to create "personal relocation experience" and a direct communication link with the accompanying partner (ibid, 431). It is important to keep in mind the couple or the family as a whole, because they experience the new country together. The social and career support should be focused separately. (An Analysis of Dual Career... 2018, 13)

The EURAXESS Service Centres offer information and personalized assistance in all aspects of integration for the researchers and their families (About EURAXESS, n.d.). The EURAXESS services are categorised on EURAXESS webpages as shown in the Table 1. The living in Europe –category concentrates on the practical information needed to be able to settle in a new country (ibid) and it includes the most concrete services for the foreign researchers and their spouses.

Working in Europe –category is targeted for all the researchers interested in an academic career in Europe (ibid), so in case the partner is a dual career researcher, this category also offers assistance for him/her. The information and services in the Leaving Europe –category relate to the situation when a researcher decides to relocate outside Europe and in which case, the EURAXESS Service Centres and EURAXESS Worldwide are at the disposal of the researcher (ibid). This category is not relevant for this thesis.

The EURAXESS network is considered important in the Tampere Universities, because it offers a direct link to the other European research institutions and strengthens the level of European-wide services. In addition to that the aim of EURAXESS is to provide transparent and practical support for the mobile researchers, as can be seen on the list of services (Table 1), and this is in the core of the services provided by the international HR teams as well.

TABLE 1. Themed Services Provided by the EURAXESS Service Centres (About EURAXESS n.d.)

Living in Europe	Working in Europe	Leaving Europe
<ul style="list-style-type: none"> - Visa & entry conditions - Accommodation - Banking - Day care, schooling & family related issues - Access to the culture of the host country / language courses - Health insurance - Social security - Medical care 	<ul style="list-style-type: none"> - Work permit - Taxation / salaries - Unemployment 	<ul style="list-style-type: none"> - Departure conditions / formalities - Job opportunities - Funding opportunities

The most common and useful services are the help in taking care of all the formalities related to relocation and support in finding accommodation. They smoothen the relocation process and reduce stress. (Vainikka 2016, 100) It can be challenging to decipher the very first steps required in the relocation process in Finland, because even the order in which to approach the authorities has an influence on the fluency of the process.

A contact person or a “personal destination consultant” is considered crucial for the adjustment. This refers to having a person who can give advice on the necessary matters in the very beginning, such as opening a bank account or getting a driver’s license but also to ask about more informal questions like matters related to buying food or booking an appointment to the doctor. (Ibid, 81) Having the contact person also contributes significantly to the feeling that the organisation cares about the entire family (ibid, 100). The “internal consultants” should have empathy and understanding towards the spouses’ situation, because the different aspects of relocating and integrating to a new country

require support both concretely and sympathetically. The consultants also have an important role in coaching in the orientation and integration phase, career development and local culture knowledge and in facilitating networking. (An analysis of Dual Career... 2018, 12) To make the relocation smoother from the very first days of arrival for the researcher, her/his family and the authorities as well, the international HR team is the first point of contact in the Tampere universities.

Vainikka has summarized the direct and indirect forms of support according to Andreason (2003), Harvey (1995), Ivancevich (2007) and Rosenbusch & Cseh (2012) as shown in the Table 2. These support services can be provided by the employer or they can be acquired by outsourcing the services. (Vainikka 2016, 34, according to Andreason 2003).

TABLE 2. Different Direct and Indirect Forms of Support (Vainikka 2016, 34)

Direct support	Indirect support
<ul style="list-style-type: none"> - Compensation packages - Expatriate's career development - Including family in the selection process - Pre-departure training - Assistance with government requirements - Assistance in finding a home - Language courses - Training programs e.g. culture training - Extended adjustment time - Commuter assistance e.g. travel expenses and time - Help in everyday duties - Family mentoring programs - Psychological counselling - job search assistance and career counselling for the spouse - Educational support 	<ul style="list-style-type: none"> - Getting involved in clubs - Participating in the activities of the children's school - Mental support in the new situation - Health and wellness information and services - Encourage interaction within the family - Encourage communication with the family and friends back home - Help in planning outings - Support in developing hobbies - Assistance in finding a part-time or voluntary job for the spouse - Practising religion

Both Vainikka and McNulty conclude that career assistance and facilitating professional networking are especially necessary and important forms of organisational support but they are lacking. (McNulty 2012, 431 & Vainikka 2016, 100). There should be information about the work possibilities, support in finding work and information about other ways to employ oneself, like entrepreneurship and freelancing. (Vainikka 2016, 100) Here seems to be a divergence between the private and research sectors, since the universities globally have been aware of the significance of dual career support for some time already. In Finland though, this development is still in initial stages.

Also support in networking both privately and professionally were considered very important (ibid, 100). A network for accompanying spouses also smoothens the integration process and accelerates the feelings of assimilation (An Analysis of Dual Career... 2018, 18). Facilitating the network building is a very topical matter and it has an explicit effect on professional integration, because the amount of hidden work possibilities is significant also in Finland.

The practical support provided by the employer of the foreign worker is considered positive according to Vainikka, even though it has been criticized in earlier research (2016, 99). The spouses and the employees are happy and appreciative for the support they received (ibid, 100). These actions are important ways of acknowledging the partner (ibid, 101), because the organisational support influences the perception on how much the employer values the individuals (ibid, 100) and the feeling of being cared for is linked to the forms of organisational support (ibid, 99).

2.3 Employer Responsibilities and Motivation

In Finland, taking care of the employees' health and safety at work is specified by legislation. The employer has an obligation to abide by the laws, agreements, and contracts and treat employees equally. Ensuring good working environment and promoting employees' professional development and performance are also duties of the employer. (Infopankki 2014) In addition to the basic statutory work well-being related duties, there are additional functions, like improving the working atmosphere, showing appreciation towards the employees as individuals, and co-working with which the employer can stand out. (Ojala & Ahonen 2005, 39)

Taking sincerely care of the employees is of monetary value to the employer, since each employee strengthens the employer image and affects positively to the attraction of talents. (Helsilä & Salojärvi 2009, 126).

In the university field, the particular research field or top research no longer are the sole indicators of the attractiveness of the research institutions. In addition the practical integration support offered and especially the career prospects of both spouses are significant factors. (An Analysis of Dual Career... 2018, 8) Taking care of the needs of the spouses is an integral part of these actions and in addition to that, it is a factor of competitiveness. In order to be competitive, the organisation has to succeed in the labour market and the eyes of the candidates as well (Ojala & Ahonen 2005, 69).

Especially in the knowledge- and expertise-based organisations, well-being at work has a direct impact on the employer branding, which facilitates the talent attraction measures. (Ibid, 71) Polaine, Lovlie and Reason have catalogued the core value types of services into care, access and response (2013, 28). This can be applied also here and the services targeted to the employees and their partners can be seen as the caring type of services. They can be seen as services aiming to take into consideration the employee as an individual and showing the importance of overall well-being of the employee.

The success in recruiting and retaining the talent is not ensured by individual functions, but requires also the consideration of the spouses and the family. (Brewster, Sparrow & Vernon 2007, 270) Also the EURAXESS TOP III DCIS Report supports the idea that established integration and career support services work as a marketing tool for the universities in ensuring the successful recruitments and the retaining of the researchers. (2018, 14) The international HR Teams are internally promoting the information on the available relocation and support services to be used in the university home pages and the job advertisements as well.

The employer and the possible outsourced service provider have a significant role in the cultural experiences of the relocating family and the shaping of those experiences is profoundly linked to the success or failure of the adaptation to the host culture. (Li & Jackson 2015, 482) Family life becomes more significant in international assignments, since the entire family is uprooted (Brewster, Sparrow & Vernon 2007, 271). Li and Jackson also confirms that employers should take the partners and other family members

into particular consideration, because they are crucial stakeholders (2015, 485). The organisation recruiting the foreign employee should create and maintain a feeling for the entire accompanying family that it is being valued and cared for, because the perceived organisational support is extremely important in the adjustment process (Vainikka 2016, 101). The feeling of being cared for does not only derive from the concrete support services and information offered, but from the attitudes towards the individual and from several smaller matters. It is about genuinely taking also the spouse into consideration. (Ibid, 82) At Tampere universities this all starts with the first personal contact email to welcome the newly recruited and their families in Tampere and to describe the relevant information and services available before and after arrival.

A mix of practical, professional and social support by the organisation are perceived to be significant to the accompanying partners' adjustment even if those services were not provided in reality (McNulty 2012, 425). This is linked to Perceived Organisational Support (POS). It refers to the individuals' general feeling and perception that the employer cares about them and values their contribution and is willing to reward the extra effort. POS has a strong link to commitment and even a feeling of obligation to aid the organisation, job satisfaction, well-being at work and positive mood at work. It also reduces withdrawal behaviour, which refers for instance to less active participation in the organisation and increased intention to leave the company. (Rhoades & Eisenberger, 2002)

Kraimer & Wayne have divided global POS into adjustment, career and financial POS (2004, 217). The dimension of adjustment is especially interesting for this thesis, because it refers to how much the organisation cares about the employee and the whole family in an international relocation situation (ibid, 217). According to Kraimer & Wayne the adjustment POS has a positive impact on the adjustment, but it includes a risk of a lessened focus on the work duties of the expatriate (ibid, 231). The first steps including for instance taking care of the formalities and finding accommodation requires time in the beginning of the relocation. Thus it is important to offer information and support for the newcomers in these practicalities as much as possible, because it is in the interest of the employer that the newly recruited can start concentrating on the work as soon as possible.

As the perceptions of the partners play a strong role, also expectation management should be taken into consideration by the employer. Organisations should realistically describe the possibilities and challenges that the partners can face prior to and during the relocation (McNulty 2012, 431). Expectation management should include the aspects of why the university is offering integration support services for the spouses, what are the particular services and to whom the services are offered. It is also important that there is a common understanding within the university on the reasoning why these services are offered. To be clear about what is included in the services and what not is extremely important in order to avoid disappointments, prevent wrong expectations and to save the spouses' time. Transparent and clear written policy including the rules, instructions and the scope of the services should be introduced within the university, it should be openly available and presented to the candidates and their spouses already in advance. (An analysis of Dual Career... 2018, 10)

When organising the support services for spouses, the competences of the service personnel should be considered. In some cases outsourcing some service modules, for instance social support or career support can be worthwhile, but the challenges related to outsourcing should be carefully deliberated. With an external service provider it can be difficult to follow the well-being of the spouses and to keep the contact with the spouses. It can also be time-consuming to instruct the external service personnel and to find out about their commitment and quality of the service. (Ibid, 16)

Instead, working closely together with the local actors and public initiatives enhances the synergy between different services and prevents double work and wasting of financial resources also from the employers' point of view, because creating the contacts requires mainly personnel resources. (Ibid 2018, 12) The networking and cooperation also enhances the improvement of procedures and services and enables to reach the critical mass. It raises the awareness of all the actions, common problems and opportunities and promotes the development of new ideas and innovations in the joint matters. (Guide on Mobilizing Local Resources... 2017, 6-7) It has to be acknowledged that collaborating benefits all parties, because it is the people working in all these instances, whether it is for example the employer or authority representatives, which can agree and solve the matters. In Tampere this has been realized and the interaction is very fruitful.

The Ministry of Economic Affairs and the Employment in Finland coordinates the Integration Cooperation Programme, which encourages also other civic society, non-governmental organisations, employers and other organisations to take part and initiative, to network and cooperate in order to find new ways to improve the integration process. This programme supports the practical implementation of the governmental Integration Programme. (Kotouttamisen osaamiskeskus, 2014) The collaboration not only between the actors but also integration and dual career networks offers the accompanying spouses concrete benefits, like more events and workshops, wider professional network and less confusion about similar information. (An Analysis of Dual Career... 2018, 18)

Vainikka assures that the company will benefit from organising the spouse support services, because the well-being of the family contributes also to the job satisfaction and work performance of the employee (2016, 104). This is supported by McNulty, who concludes that effective organisational support plays a vital role in the adjustment of the accompanying partner and can ensure the success of the foreign assignment or recruitment by facilitating the acceptance of the position and reducing the risk of the premature end of the assignment or employment. (2012, 418). So, the employer has the motivation and means to enforce the success of the most important resource it has, the human potential.

2.4 Synthesis of Theories and the Theoretical Framework

The theoretical framework of this thesis is constructed from the previously introduced literature and it forms the basis for the empirical study. The theoretical framework formed by the researcher is presented in the Figure 3. Three information entities are included in the theoretical framework: The factors affecting the adjustment of the spouses, applicable information about integration support services and related responsibilities and motivation of the employer, including organisational support and perceived organisational support. With these three information entities it is possible to create the qualitative interview questions, analyse the research data based on the theories – and finally answer the research questions.

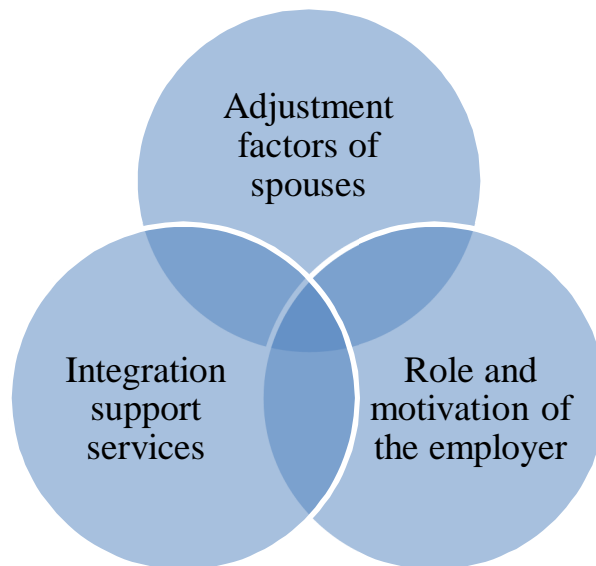


FIGURE 3. Theoretical Framework of This Thesis

The factors influencing the adjustment of the partners can be divided into three themes: general and cultural factors, personal and relational factors and organizational factors (Vainikka 2016, 84). Thus, the integration support services should also concentrate on three types: practical, professional and social support to have an impact on the adjustment of the accompanying spouses (McNulty 2012, 420). The impacts of international relocation are multifaceted and can affect the partner's self-esteem, identity, marriage and family relationship depending on personal attributes. (McNulty 2012, 430, according to Harvey 1997)

Command of the local language influences the entire adjustment (Vainikka 2016, 86), but especially the career development and professional networking (An Analysis of Dual Career... 2018, 17) and that is why providing language training is important (McNulty 2012, 422). The organisation can facilitate all the aspects of integration by offering adequate and suitable organisational support (McNulty 2012, 421-422 & Li & Jackson 2015, 485). These important factors could also be combined when it comes to university employers, because in addition to other organisational support related to integration, university can provide rather easily also Finnish language courses for the foreign employees and their spouses.

The most common and useful services are the support in practical matters and executing the formalities related to relocation (Vainikka 2016, 100), such as entry formalities, registrations, taxation, social security, banking, day care and schooling, finding accommodation and language courses. Employers should provide more support services regarding career assistance and facilitating professional networking (McNulty 2012, 431 & Vainikka 2016, 100). This is supported by the fact that it is vital for the employer that the newly recruited employee can start concentrating fully on the work as swiftly as possible.

The providing of integration services can be formed in cooperation with the local and national actors, such as cities, non-profit organisations and authorities. This way, when the forces are joined, positive impacts will be achieved in forms of political awareness, information sharing, service designing and responsibility sharing. (An Analysis of Dual Career... 2018, 18) Also the actual process will be smoother for the newcomer, when it is jointly agreed with the different parties and clearly presented.

The perception the employees and spouses have on the organisations caring attitudes towards them is crucial for the adjustment process, because it affects the commitment and job satisfaction of the employee. (Rhoades & Eisenberger, 2002 & Kraimer & Wayne 2004, 231 & Vainikka 2016, 101). This motivates the employer as well, because the well-being of the family contributes to the work performance of the employee (Vainikka 2016, 104) and can ensure the success of the foreign recruitment (McNulty 2012, 418). Amongst all, the relocation and integration support services targeted to the partners should be personal and customised. (McNulty 2012, 431 & Vainikka 2016, 81).

This chapter introduced the theoretical framework including the adjustment factors of spouses, integration support services and the role and motivation of the employer of the researcher. The next chapter three will describe the methodology and data analysis used in the research to link the theoretical framework with the research data.

3 RESEARCH METHODOLOGY

The main objective of this chapter is to present the research methods used in this study and to explain why these particular methods have been chosen. In addition the critical analysis on the reliability and validity of this thesis is presented.

Qualitative approach is chosen as the research method. The research data was collected with semi-structured benchmarking interviews and the research data was analysed by thematic analysis. Table 3 describes the chosen research methodology used in this thesis.

TABLE 3. Research Methodology of this Thesis

QUALITATIVE RESEARCH METHOD	
Data Acquisition	Inductive Research Analysis
Benchmarking interviews	Thematic Analysis
Audio recording Transcription	Reading Coding Grouping Forming Themes and Services

According to Eriksson & Kovalainen, the justification of the chosen research method should be based on what you want as a result on your research but nearly as important is to decide between the various qualitative research approaches (2008, 5-6). Next the qualitative approach, data acquisition and research analysis will be described in detail.

3.1 Qualitative Research Approach

This research was conducted with qualitative approach and the methods were chosen accordingly, because as Hirsjärvi, Remes & Sajavaara mentions, the basis of qualitative research is that it studies and describes real life situations (2009, 161). The aim in qualitative research is in finding facts rather than to prove already existing statements, because it only enables to reveal conditional explanations limited by certain time or place. (Ibid, 161). The aim was to describe, understand and assess the elements related to the research questions.

The typical features of qualitative research also support the choice of this approach in this particular thesis. The data was collected from natural, real situations and cases (ibid, 164), which were the universities already providing the services for spouses. The inductive analysis was used, because the idea was not to test a theory, but to study the research data in a multifaceted and detailed manner. The qualitative method of benchmarking interviews was used in acquiring the research data and the research targets were chosen purposely, not randomly (ibid, 164).

3.2 Data Acquisition

Data was collected from benchmarking cases by interviewing the representatives of the chosen universities. The aim was to gain deep insights on how the already existing spouse services have been structured, what services are provided, what is the employers role and motivations in offering the services and are there existing integration service networks.

3.2.1 Benchmarking

In this research, the benchmarking method was used to collect the best practices on services targeted to spouses of foreign researchers in the chosen target universities, because benchmarking is a way to learn about other organisations' ways and improve your own (Peters 1994, 17). According to Peters, benchmarking is about using best practices to improve competitiveness and even inspire innovations (1994, 20). Benchmarking is considered to be one of the fastest and most reliable ways of finding best practices and solutions to improve value and business processes. (Ibid, 18)

As Patterson, Keppler & Mapson state, benchmarking is necessary for organisations when they are engineering or reengineering their processes and systems (1995, 23). Patterson, Keppler & Mapson present six types of benchmarking: Internal benchmarking, competitive benchmarking, collaborative benchmarking, shadow benchmarking, functional benchmarking and world-class benchmarking. (Ibid, 31-36) Closest method for this thesis study is the functional benchmarking, but since the competition is not seen similarly as a threat in the university field as in business field, it does not have such a big

impact. This analysis concentrates on looking ahead and revealing new ideas that already have succeeded in a compatible field, (ibid, 35) and this is applicable for this thesis.

Peters divides benchmarking to three levels, strategic, process and statistical benchmarking (Peters 1994, 22-23). In this study, the benchmarking will be targeted to universities that already have established spouse services. Thus, the process benchmarking is used here. It concentrates on methods, procedures and processes of the organisation – how things are done (ibid, 22-23). Especially the EURAXESS-network universities are accustomed to benchmarking each-others best practices and lessons learned, so the information-sharing for this thesis happened naturally and without hesitation when the researcher contacted the benchmarking case universities.

3.2.2 Interviews

Interviewing was chosen as the data acquisition method for the benchmarking cases, because it offers a possibility to gain deeper insights and understanding. It is possible to get more detailed information on the topic and to place it in a wider context with an interview. (Hirsjärvi et al 2009, 205) The order of the themes in the interview can be modified and this offers more ways to interpret the replies (ibid, 205). It is also convenient to contact the interviewees later on, in case the data needs to be supplemented (ibid, 206). The challenge in interviews is that there is a lot of data to be analysed, but usually it is not even necessary to analyse all the material (Hirsjärvi & Hurme 2011, 135), and this supports the utilisation of the collected information in the Hidden Gems -project.

The interviews were conducted as semi-structured interviews. The questions were pre-written and themed (Appendix 1), but the researcher wanted to give the interviewee freedom and informal flexibility in answering the questions as Hirsjärvi & Hurme describes (2011, 47). In addition to that, the researcher wanted to give the interviewees the possibility to choose the interview method, because the time frame for the interviews was so tight and this is why three of the interviews were live interviews and three of the interviewees chose to provide the replies as an email interview.

Audio recorder was used in the live interviews to support the data documentation as Alasuutari recommends (2014, 85). The researcher cannot analyse and classify the vast research data unless it is summarized to a more concise and easily manageable format (ibid, 85). The interviews were transcribed from the recordings according to the relevance to the research questions, because the reactions and locution were not meaningful (ibid, 85) in this research. The transcriptions and summaries were formed by selecting the relevant themes and topics from the replies as Hirsjärvi & Hurme suggest (2011, 138).

3.3 Research Analysis

Research analysis includes not only the explanation of the research results but also interpretation and conclusions by the researcher (Hirsjärvi et al 2009, 224). The research data will be analysed by applying thematic analysis, because it enables the revealing of the required background information needed to describe and understand the different service functions available, existing service providers and the role of the employer. The conclusions will be presented in Chapter 5.

3.3.1 Thematic Analysis

The method chosen to analyse the research data is thematic analysis and more specifically applied thematic analysis (ATA). Thematic analysis aims at identifying and describing the evident and indirect ideas within the themes and it requires more involvement and interpretation from the researcher (Guest, MacQueen & Namey 2012, 10). Thematic analysis is one of the most useful ways of revealing the complexities of meaning within the qualitative research data (ibid, 11). The term applied linked to the thematic analysis refers to understanding and solving research problems of more practical nature (ibid, 12). With ATA, the aim is to describe the phenomenon clearly and concisely in order to make reliable conclusions on the research results (ibid, 18). This all justifies the ATA method in this thesis, as it is inductive and the main aim is to describe practically the reality of common services for foreign researchers' spouses and the university employers' role and responsibilities in this context.

In some cases, a fundamental analysis is not reasonable or even possible, if the analysis is aiming at discovering major themes with specific meanings and practical implications and if the commissioner has limitations towards the research (for instance has a tight schedule for the results) (ibid, 30). An explicit segmentation strategy is not necessary for a smaller number of interviews, especially if the goal is to describe a limited amount of major themes (ibid, 50). In these cases also the formal codebooks and systematic coding of all transcribed data is not necessary nor justified and a clear and concise targeted analysis can be made (ibid, 30). This applies to this thesis because the context of the study is narrow and explicit (integration services for the spouses of the foreign academic staff in chosen case universities) and the interview questions are already themed. The results will be used as a practical background information for the development of the service offering of the Tampere University. In addition, the timeframe of the thesis is very tight compared to the schedule of the commissioners Hidden Gems -project and even though the benchmarking interviews were transcribed and summarized, there is no necessity to form fundamental codebooks.

The analyzing was started by reading the interview transcripts thoroughly. As Gest et al mention, the most essential analytic technique is reading the data (ibid, 21). The interview transcripts were coded for recognizing purposes and they were summarized according to the interview themes. Then the repetitions and arising topics within the themes of the interview questions were grouped and similarities were noted. The themes and forms of services were finalized. The analysis process is described in the Figure 4. This type of analysis is supported by Gest et al, as they confirm that a more informal technique can be used in applied research to determine the essential features relevant for the objectives of the particular research (ibid, 66-67).

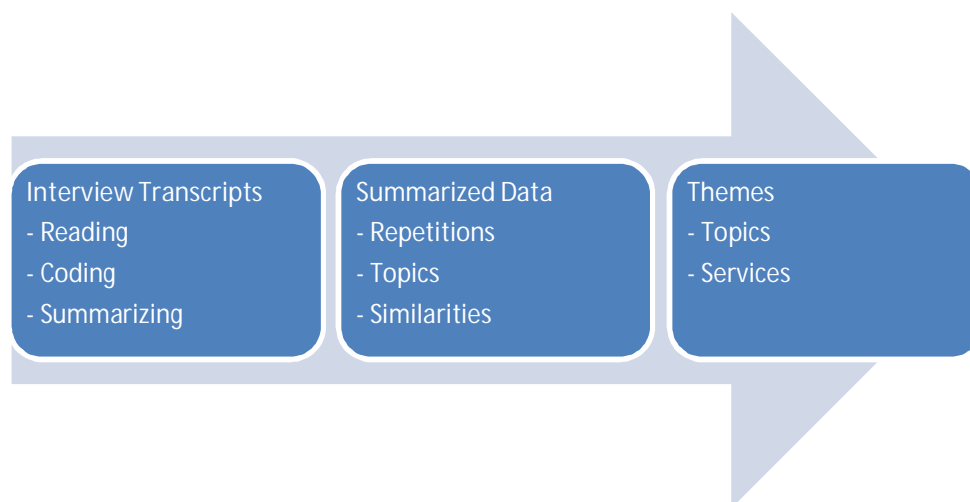


FIGURE 4. The Data Analysis Process of This Thesis

3.4 Critical Evaluation of the Research Implementation

The aim of this thesis is to introduce the services and service models in the chosen case universities and to discover the reasoning and background needed to form the justified services for the spouses of the foreign academic staff in the Tampere University. In this case, it is important to realize that the results are not to be generalized, because the scope and methods are chosen by a particular organisation, the Tampere³ international human resources for a particular project, Hidden Gems, and the benchmarking cases chosen for the project purposes are from different countries. Nevertheless, it was decided when considering the research topic, it was not necessary to take cultural differences into reflection.

The general aim in doing research is to avoid mistakes and thus the reliability and validity of the results should also be considered. Reliability means that the results are not random but repeatable and validity on the other hand that research methods are valid for the particular research. (Hirsjärvi et al 2009, 231) This thesis study is performed according to the requirements of the commissioner, so it aims at concrete and practical implications that are useful for the commissioner.

One aspect that has to be taken into consideration is that knowledge is never purely objective, because the researcher decides on the research approach according to her own understanding (Tuomi & Sarajärvi, 25). In this case the researcher is very familiar with the research theme and thus the researcher has a lot of background information about the detailed services and motivations of the case universities already beforehand. Thus, for the end result it was insignificant that half of the interviews were not carried out as face-to-face interviews but email interviews even though live interviews would have been more efficient. All of the case universities are located in other countries, so it was not possible to organise all of the interviews face-to-face.

The so-called face validity is important in qualitative research, because it is affected by the good intentions and judgment of the researcher to determine the validity of the research. The transparency and description of procedures is inevitable in convincing the readers of the validity and reliability of the research. (Guest et al 2012, 85) In this thesis, the researcher describes the used procedures and justifies the chosen methods in order to show the validity of the research process.

The reliability of an interview can be weakened by the fact, that the interviewee has a tendency to give socially acceptable answers (Hirsjärvi et al 2009, 206). In this study, this has a minor effect, because the matters studied are concrete and the personal feelings and experiences of the interviewee has no emphasis on the results. In addition, the researcher has kept this fact in mind while making the interviews, as Hirsjärvi, Remes & Sajavaara recommends (ibid, 207). Because the inductive and applied thematic analysis is used in this research, the researcher decided that the data of the benchmarking interview research will be introduced anonymously in order to improve the neutral approach and emphasize the findings and not the case universities.

Now the theoretical framework and the methodology, data gathering and analysis expedients used in the research have been illustrated and next the research results will be introduced in the chapter four. The results will be described by the service themes and the employer responsibility and motivation, which are linked with the theoretical framework.

4 RESEARCH RESULTS

In this chapter, the benchmarked case universities will be introduced and the research data will be presented according to the themed entities and summarized in the synthesis of the results. As the thematic analysis is used and the long transcripts are not added as appendices to this thesis, the quotes will illustrate the findings. Guest et al considers quotes as the most important proof of transparency and reliability of the results, because they cannot be contradicted. It is recommended to use the citations as a part of the narrative to exemplify the data, but only to a limited extent to not to confuse the meaning of data summary (2012, 95). Because this thesis does not aim at generalisation, but to support the Hidden Gems -project in developing the future services of Tampere University, also some relevant service models are introduced.

The interviewees were chosen according to the benchmarking targets of the Hidden Gems project, so that the interviewees are familiar with the research theme (Appendix 1). The interviews were organised according to the following schedule:

22.5.2018 KU Leuven / Belgium

23.5.2018 University of Basel / Switzerland

24.5.2018 ETH Zürich / Switzerland

9.7.2018 Eindhoven University of Technology / the Netherlands

14.8.2018 University of Copenhagen / Denmark

24.8.2018 KTH Royal Institute of Technology / Sweden

The interviews of KU Leuven, University of Basel and ETH Zürich were face-to-face interviews and conducted during benchmarking visits 22 May – 24 May 2018. Eindhoven University of Technology, KTH Royal Institute of Technology and University of Copenhagen provided the answers in email interviews.

4.1 Benchmarking Cases and Background Information

The benchmarked cases were chosen for the purposes of the Hidden Gems –project. Most of these universities are experienced in organizing spouse support services and one has recently started to offer the services. The size of the university, the number of foreign academic staff or the amount of spouses in the scope of the services do not have an impact on this study. Next, the background information of the benchmarked universities (case universities) and the background information of the spouse services are presented and they are summarized in the Table 4.

The reasoning behind creating the support services for the spouses of the international researchers is similar in all case universities. They describe that during recruitment process when the negotiation phase is reached, the spouse services can have a big impact on the result of the negotiations. In one case, the services were created according to a national strategy, when the government offered funding to develop dual career programmes. Nevertheless, also in this case, the university quickly noticed that these services made all the difference in succeeding in the recruitment of academic staff. Spouse services are also seen as a retention measure, because they reduce the premature leaving from the university. One case university particularly mentions that spousal unhappiness can be the sole reason for the employee to leave the position and the whole family to move away.

In half of the case universities the spouse services are targeted at the spouses of the senior academic staff, meaning professors and the other half offer the services for all academic staff members. Mostly the services are provided for newly appointed employees, which varies between one to three years after starting in the position. The number of spouses in the scope of the services vary annually from 10 to 500 in the case universities. Even though there are no exact numbers available nor does it have any implications to this thesis study, it was evident, that most of the spouses in the scope of the services are women. In all cases, the spouses have different types of backgrounds, both academic, same field or different from the working spouse, or than a completely different line of work.

In all case universities the spouses and the family is taken into consideration already in the selection phase, when the candidates are informed about the available services either

by the recruiter, recruiting human resources personnel or in a form of a welcome package. This way the support can be provided already before arrival, while informing about the entry conditions and related formalities. In two case universities the spouses are offered the possibility for career opportunity screening already in the negotiation phase. Also site visits of the key candidates are a common attraction tool and introducing the integration services including spouse services are considered an integral part of the site visits. In one case university, the spouse or whole family is invited by rule to a site visit once or twice with the candidate. This is a way to take the spouse and family into consideration and personally go through their situation and needs.

In all case universities, the information about the available services targeted at the spouses is delivered through the candidate or the new employee. Three of the case universities use a registration form for the spouses and two have newsletters targeted only at the spouses. Otherwise the most common communication and marketing tools are social media, web pages, flyers, videos and brochures in addition to one-to-one meetings. These are used to reach the spouses and the candidates and to market the spouse services. The recruiting supervisors, the staff in the faculty human resources and the rector have an important role in sharing the information during the recruitment process.

TABLE 4. The Background Information of the Case Universities

University	Since When	Target	Spouses in the scope of the services annually
University A	2011	Spouses of all foreign staff members	50-60
University B	2017	Spouses of foreign professors	5-20
University C	1999	Spouses of professors, regardless of nationality	40-45
University D	2013	Spouses of professors, regardless of nationality	6-10
University E	2012	Partly for spouses of foreign Tenure Track researchers and partly all	150
University F	2012	Spouses of all foreign staff members	500

4.2 Scope of Services

The services are organised differently in the case universities. In four universities the integration related services including the support targeted at spouses are organised under human resources. In two cases they have offices directly under the rector's department dedicated for the spouses. In each of the case universities, there are one to two service persons dedicated for the spouse services among other duties in the integration field. Three of the case universities call the services targeted at spouses as Dual Career Services.

According to the interview data, the researcher divided the services into three service themes; relocation support, career support and social support (Table 5). In most case universities the services are two-folded, the relocation and the career related services, but reflecting the research data and all the different services that came up, this three-folded division was logical. The universities give advice and information in all of the three entities but the profundity of the services vary. Both the relocation and social support includes services that also the municipal or governmental agencies provide (e.g. registrations, family matters, welcome-events, local networks, information and vouchers for local language courses). The information on the available local services is at least spread for the spouses in addition to the services provided by the university.

The common characteristics of the services provided by the case universities is that they are personalized, information-rich and supportive. The emphasis of the services is on personalization and the university representatives meet the spouses face-to-face. In some cases the services are limited to a certain amount of meetings, but the universities have noticed that the need for the services is in the beginning of the relocation and then the customers become more independent and do not need the services that much anymore.

The self-steering ideology behind all the support services was more or less dominant in all case universities. The spouses have to be active themselves and a lot of self-assessment and self-reflection is included in the coaching actions and programmes. One of the interviewees commented about the spouses: *"They are well trained people, well suited to take care of themselves and well aware of the fact that this is a university - not a multinational company where you can expect a full service program."* (University C)

In all case universities the services and support programmes are funded by the university and they are free of charge for the spouses. In case there are some expenses to the spouses, the university covers them. For instance in University A, the only expense that the spouses have to pay themselves is the membership fee for the university sport centre, but all the targeted courses etc. are free of charge.

TABLE 5. Spouse Integration Services Offered by the Case Universities

<p>RELOCATION SUPPORT</p> <p>Formalities</p> <ul style="list-style-type: none"> - residence and work permit issues - registrations - taxation - social security - health care - insurances <p>Housing</p> <ul style="list-style-type: none"> - first home - moving <p>Family issues</p> <ul style="list-style-type: none"> - daycare - schooling - hobbies for children 	<p>CAREER SUPPORT</p> <p>Coaching</p> <ul style="list-style-type: none"> - support in reflecting qualities, competences, motivations, desires, expectations - support for achieving the personal goals - self-assessment, self-steering, empowerment approach <p>Working</p> <ul style="list-style-type: none"> - information about local fields of businesses and organisations - job screening - career counselling - cv-clinic - elevator pitching - social media profiling - reference letters - direct contacting to the companies - following up the application process - exploring the professional opportunities - option assessment - demo job interviews, including preparing for the interviews <p>Networking</p> <ul style="list-style-type: none"> - local professional networks - informal spouse meetings - events (eg. career lunch) - joint workshops - voluntary work <p>Training</p> <ul style="list-style-type: none"> - information about continuing education - foreign diploma recognition - working culture - entrepreneurship 	<p>SOCIAL SUPPORT</p> <p>Language</p> <ul style="list-style-type: none"> - language courses - local events <p>Culture</p> <ul style="list-style-type: none"> - cultural adjustment training - local customs - events - events for the whole family <p>Networking</p> <ul style="list-style-type: none"> - local actors - university contact club - Facebook groups - alumni network for the spouses <p>Hobbies</p> <ul style="list-style-type: none"> - sport programme by the university sport centre - university clubs - local associations
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4.2.1 Relocation Support

The relocation support services include all the possible immigration and settling in related formalities and information that is needed in the very first steps of moving to a new country, such as housing and family-related services. They are well-established in all case universities and the content of these services is very similar in all case universities. Below is the list of the different topics included in the information and services provided by the case universities:

- residence and work permit issues
- registrations
- taxation
- social security
- health care
- insurances
- first home
- moving
- daycare
- schooling
- hobbies for children

All the universities offer information and support in dealing with the above mentioned matters depending on the national legislation of the formalities such as residence and work permit issues, registrations, taxation, social security, health care and insurances. All universities give advice on the housing possibilities and in case the university has guest apartments, they can be offered for the new employees and their families but only for the beginning of the employment until they find more permanent accommodation. In case there are children involved, at least information and relevant contact details are provided about the daycare, schooling and education related matters.

All of the case universities inform the employees and spouses about the available local relocation services and events. All case universities mention that there are either governmental or regional integration offices with names like International House, Integration Office or Expat Centre that offer basic integration services for all immigrants. Half of the case universities are closely working together with these local actors and also actively develop the services.

The case universities describe these places as concrete one-stop-shops for all immigrants living and working in the region, as the below introduced International House Copenhagen and International House Helsinki. Even though International House Helsinki did not for obvious reasons come out in the research, it is introduced here, because it is the first one-stop-shop in Finland and thus relevant for the research.

The International House Copenhagen was established in 2013 as a service point to assist all new international talents to get necessary paperwork and practicalities done and smoothen the settling in of their whole family to Copenhagen. It is a public-private partnership offering services and help with formal relocation related matters from registrations to taxation, in finding employment and supporting spouses and family to integrate in the region. All the services can concretely be reached under the same roof of the International House Copenhagen. (International House Copenhagen, n.d.)

One-stop-shops have been introduced also in Finland, when the first International House –concept was opened in Helsinki in 2017. The **International House Helsinki** is operated jointly by the cities of Helsinki, Espoo and Vantaa. The different authorities, Local Register Office of Uusimaa, Finnish Tax Administration, Social Insurance Institution of Finland, Uusimaa Employment and Economic Development Office, Helsinki Region Chamber of Commerce and the Finnish Centre for Pensions are present in the service point. The services range from information and advice about integration and public authority services for the international newcomers to counselling and support for employers related to international recruitments. (International House Helsinki, n.d.)

In two cases the integration offices are especially targeted to employees, researchers and knowledge workers and their employers as well. Five of the case universities tell that the cities and these above mentioned offices organize integration programme or at least welcome days and events to all new citizens of the city. For instance, University D sends information to the employees and their spouses about an integration programme in the region, which “*provides a three folded integration, to embrace and support newcomers, so that they should integrate themselves*” (University D). It includes a welcome event provided by the city including the introduction of the local services and supporting activities and associations of the region, information events about the local culture and a smaller community event in the neighbourhood about living in the area.

4.2.2 Career Support

The service offering of the case universities have a clear emphasis on supporting the spouses in their professional integration and career aspirations. In all of the cases it is mentioned as the most important or one of the most important single service. One of the interviewees comments that *“these researchers are often joined by a partner who resigns from a permanent position at home”* and continues that *“both partners often have equivalent research qualifications”* (University F). It is evident on the basis of the interviews that the career possibilities of both spouses either in academia or elsewhere plays a significant role in accepting the position.

All of the case universities emphasize the self-steering and individual responsibility of the spouses in their career support services. Still the common emphasis is that the career support services should be individual and personalized, because the spouses have so different educational and professional backgrounds and also their goals differ remarkably. One of the case universities offers direct job search, writes reference letters and follows-up the application process, the others concentrate on counselling, coaching and opportunity screening. Next an example of a career support programme especially concentrating on self-reflection is introduced.

KU Leuven has created a programme targeted to spouses titled **“Finding your professional way in Belgium”**. It concentrates on coaching and supporting the spouses to self-reflect their competencies and skills and to empower them to take action in the new operational environment. The programme includes five steps (Figure 5) that are organised as half-day workshops. The first step is getting to know the individual needs and to assess and manage the expectations in addition to going through the administrative matters. The self-assessment includes outlining the personal strengths, values and motivations and possibly to redirect the thinking to new career possibilities and planning of the career. Option-assessment includes an overview of the different possibilities, like local jobs, volunteering, further education, networking, remote working and entrepreneurship. The fourth step includes broadly branding yourself, like writing CV’s and application letters, pitching and simulating the real life situations. Fifth step is the follow-up and feedback session of the programme. (Wedell von Leupoldt, 2018)

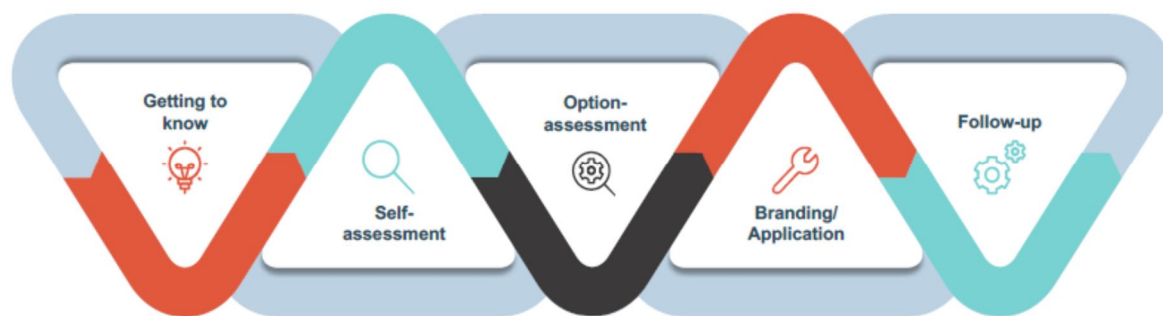


FIGURE 5. The Steps of the Programme of KU Leuven (Wedell von Leupoldt, 2018)

Here is a list of the different career support related information and services that are provided for the spouses by the case universities, which include the entities of coaching, working, networking and training:

- support in reflecting qualities, competences, motivations, desires, expectations
- support for achieving the personal goals
- job screening
- career counselling
- cv-clinics
- elevator pitching
- social media profiling
- writing reference letters
- information about local fields of businesses and organisations
- direct contacting to the companies
- following up the application process
- exploring the professional opportunities, option assessment
- demo job interviews, including preparing for the interviews
- introducing local professional networks
- informal spouse networks
- events (eg. career lunch)
- joint workshops
- voluntary work
- information about continuing education
- foreign diploma recognition
- working culture
- entrepreneurship

The case universities look at the career support in a wider perspective than just finding work. All the perspectives of finding something meaningful to do can be found in providing of career support: support in finding employment and the whole process of applying for a job, training about the local working culture, support for a career change, coaching to support self-reflection and empowerment, facilitating networking and finding new contacts, information about further education or foreign diploma recognition and help in exploring entrepreneurial options.

One of the interviewees commented that it is “*not even so much to bring people in a job, obviously it is the ultimate goal, but ut to give another pair of glasses to them to understand better their situation and understanding what they need to understand.*” (University D) Also information about voluntary work possibilities was considered important, because it is “*satisfying your soul and heart*” (University D) and offers you something meaningful to do.

Four of the case universities provide career counselling themselves and two have outsourced the counselling service. The internal consultants are professionals in career counselling and coaching. Three case universities mention the governmental unemployment agencies, but come up with at least one challenge in using them, such as lack of resources, services more targeted to lower educated immigrants or restrictions with using English.

Networking is considered very important especially in widening the possibilities of professional integration. The interviewees consider that all kinds of networks and local contacts - whether they are social or professional - can improve the possibilities to find career or any opportunities to find meaningful activities. Like one of the interviewees put it “- - *it is said that a large percentage of jobs are never listed and usually filled through networking.* (University F) Five of the case universities consider the facilitation of networking for the spouses as their responsibility and are also active members of international or national dual career networks and promote possible networks and contacts for the spouses. Next two networks promoting professional integration and career development are presented, the International Dual Career Network (IDCN) and Expat Spouses Initiative (ESI).

International Dual Career Network (IDCN) is a global non-profit association and it is a collaborative of companies, non-profit organisations and academic institutions. It was first piloted in 2011 in Lake Geneva region and now networks have been created in 13 cities worldwide. IDCN has both corporate members and the mobile employees' partners as members. The Global Executive Board and a Center of Expertise is the leader of IDCN and the local IDCN committee and subcommittees comprise of the local volunteering spouses and the corporate mentors. IDCN aims at supporting the spouses of mobile employees in professional integration, networking and finding professional opportunities. For the member organisations, IDCN offers an access to a qualified talent pool, mobility support services and improved image as an employer who values and cares about the career support for the spouse of the employee. (International Dual Career Network 2017). The case universities, which are organisation members of IDCN have positive experiences about the network.

Expat Spouses Initiative (ESI) is a community founded in 2014 in the city of Eindhoven, the Netherlands to help the partners of mobile employees to utilize their qualifications and understand their potential as international professionals. ESI raises awareness among the local organisations of the benefits in hiring internationals in addition to providing them a gateway to a pool of 9000 international talents in Eindhoven region. It organises events, training, language classes and community building for its members. (About Expat Spouses Initiative 2018) ESI coordinates a Professional Empowerment Programme PEP, which facilitates the partners in their professional integration by six steps: get introduced, know what you want, discover your strength, skill up, tell your story and connect. (PEP – Professional Empowerment Program 2018). ESI Career discovery program offers career coaching for the spouses and aims at supporting the redefining or restarting a career with tools and guidance. The goal is to empower the partners to achieve the personal and professional goals. (ESI Career Discovery Program 2018)

The case universities consider dedicated networks for the spouses beneficial and thus three of them already have well-working, existing networks and three of them are working on creating spouse networks. The universities considered that they would have more of a facilitating role in creating these peer networks but then the spouses can get organise as they wish.

4.2.3 Social Support

Social support is the service module that has the least emphasis in the service offering of the universities and it is mostly taken care of by spreading the information about the local activities, associations and events. One interviewee summarizes the feelings of all the case universities concerning the social support services; *“We [employer] are not responsible for their private lives. Also the topics for these integration events, – – it must be something where you can at least pretend that it is a part of the employers’ duty. It is a thin line how far the employer is involved in the private problems and lives of the employees. – – We have a duty to care for our employees, to a certain extent you need to be protective of them that they are in good health and respected – – but not how they run their lives.”* (University C) It is clear that this is also a matter of limited resources and prioritizing the service offering.

The below listed information entities local language, culture, networking and hobbies related to the social support came up in the interviews:

- language courses
- local events
- cultural adjustment training
- local customs
- cultural events
- events for the whole family
- local networks
- university contact club
- Facebook groups
- alumni network for the spouses
- sport programme by the university sport centre
- university clubs
- local associations

Concrete examples of the forms of social integration actions offered by the universities or by other service providers in the region:

- Cooperation with a local organisation providing a social integration programme for the spouses of the international knowledge workers. The university pays the spouses to take part in the activities of the social programme. (University A)

- Access to all the different clubs and associations at the university (University B).
- City has a concrete meeting place, which is dedicated for new foreign citizens of the city and it organises social activities, entertainment program and information sessions about the local language and customs for its members, and it has a bar. (University A)
- University sport centre has created a dedicated sport programme for the spouses with possibilities to try different sports and forms of physical activity including information about nutrition and healthy ways of living. (University A)

The language issue came up in all interviews. Four of the interviewees considered the command of a certain level of the local language to be a success factor in applying for work. The implications of the language issue depend on the country and the local language. The concrete language course offering does not vary much between the universities. Two case universities offers local language courses for the spouses, even if they do not work or study in that particular university. In all cases, the government or the region offers either language vouchers or courses for immigrants for free. One of the interviewees comment that *“We did offer language classes for spouses for a while, but in the end there wasn't enough interest anymore. There's too many alternatives now – –”* and refers to the regional language course offering. (University A)

4.3 Role and Motivations of the Employer

According to the interviews, it is important for the employer (ie, the recruiting university) to have a role of a facilitator and a coach for the spouses. The employer should be clear on what services are offered and what not, and to offer fact-based services in the fields of relocation, integration and career support. One of the interviewee summarized that *“A family rests on three pillars: the children, professional integration of the partner and it's the housing.”* And continued *“if you [the employer] want your employees to be motivated and focused on the job, these three needs to work.”* (University C). The employer should facilitate the networking and connections of the spouses, and inform about the local society and culture according to the interviewees.

Being a caring employer and appreciative of the employees' well-being emerged directly or indirectly in all of the interviews. The well-being of the employee is considered to be important for the employer and since the well-being of the family has a pronounced impact on the employee in an international relocation situation, the employer should be interested also in the well-being of the spouse. As one interviewee commented, "*a happy spouse equals a happy employee*" (University A).

The case universities experienced that smooth relocation and a happy family makes it possible for the employee to concentrate on the job and have a positive impact on the productivity and retention of the employee: "*We have witnessed that these so called "soft-factors" can become the decision-making and defining factors in many hirings. Therefore it's important for the employer to be able to offer some kind of minimum services or can refer spouses to other service providers.*" (University F) Two case universities highlighted especially that it is still important for the employer to have clear boundaries and to decide to what extent the employer should be involved in the employees' private lives.

All the case universities mentioned managing expectations from the very beginning as an important responsibility of the employer. None of the case universities give the spouses a job guarantee, thus they considered it very important that the spouse realistically understands the situation and the possible challenges that can be encountered. Expectation management also facilitates the future steps in retaining the employees. In two universities the career services reach the spouses already in the recruitment negotiation phase so, that the personal career possibilities can be assessed in the target area before the candidate makes the decision on accepting the position.

The paramount justifications and objectives of the existence of the spouse services in the case universities were related to attracting and retaining the foreign academic staff, succeeding in recruitments and thus boosting the image of the university. In all case universities, the spouse services were used as an attraction method in the recruitment process and at least one of the above-mentioned aspects was mentioned by all of the case universities related to why the services have been created. One of the case universities concluded, "*apart from being a welcoming employer, it is also good for the employees' productivity and retention*" to have services for the spouses (University A).

4.4 Synthesis of Results

The synthesis will summarize the results of the research according to the employer role and the scope of services. The thematic frames of the results are presented in Figures 6 and 7.

As illustrated in the Figure 6, the ultimate motivation for the employer to organise spouse support services is building the employer image and brand of the university. More concretely in addition to other factors, it is a method to attract the researchers and professors to apply for the open positions of the university. According to the case universities, the services targeted at spouses and the fact that the entire family is taken into consideration in the recruitment process, can be the decisive factor in choosing between two positions. Recruitment processes are strategically important and significant also considering the expenses and the time consumption, so it is important for the case universities that the recruitments succeed.

The link between the well-being of the employee and the spouse was considered evident and thus important for the employer according to the case universities. This included also expectation management, because it is important that the spouse and the employee understand the realistic situation. One indication of a successful recruitment is that the employee is satisfied and stays in the position. As a single issue, spousal dissatisfaction can cause the premature termination of the employment and thus failure in the recruitment and retention of the foreign researcher.

The university as the employer does not have to concretely provide all this, but the university should have a role in facilitating, supporting and coaching the spouses towards comprehensive integration. The case university employers want to be considered as good and considerate employers and one concrete way to show this is to offer integration services employees and also their spouses and families. The themed results relating to the employer role and motivations are summarized in the Figure 6.

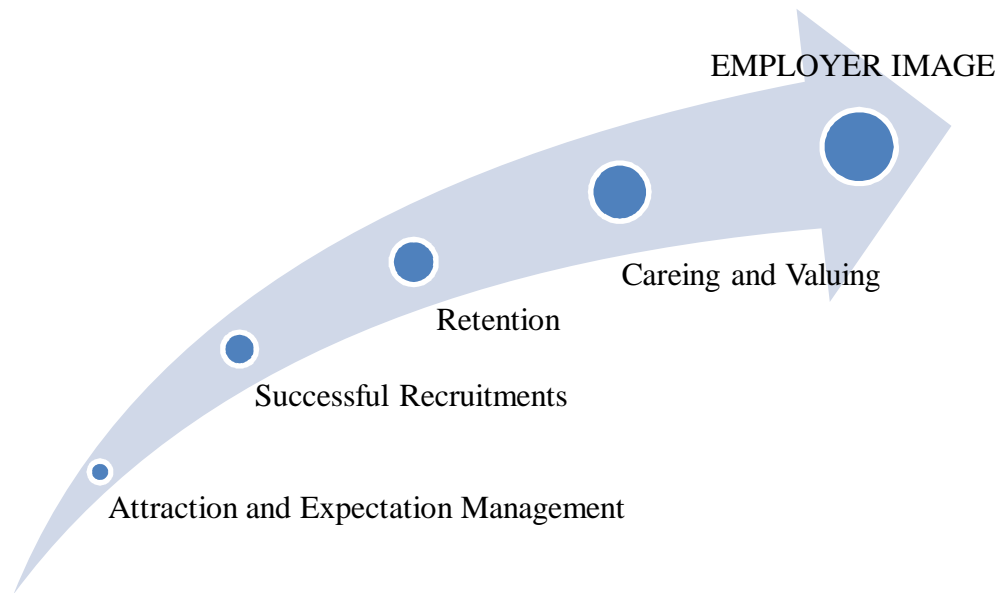


FIGURE 6. Research Results Related to the Employer Role and Motivation

According to the research data about the different services, the support services can be divided into three entities; relocation, career and social support, as visualized in the Figure 7. These services are targeted to the employees but also to their spouses, at least when it comes to senior academic staff. Mostly the spouses of the foreign academic staff is highly qualified, but as their background and aims are so heterogeneous, it is important to offer personalized services especially for the professional integration.

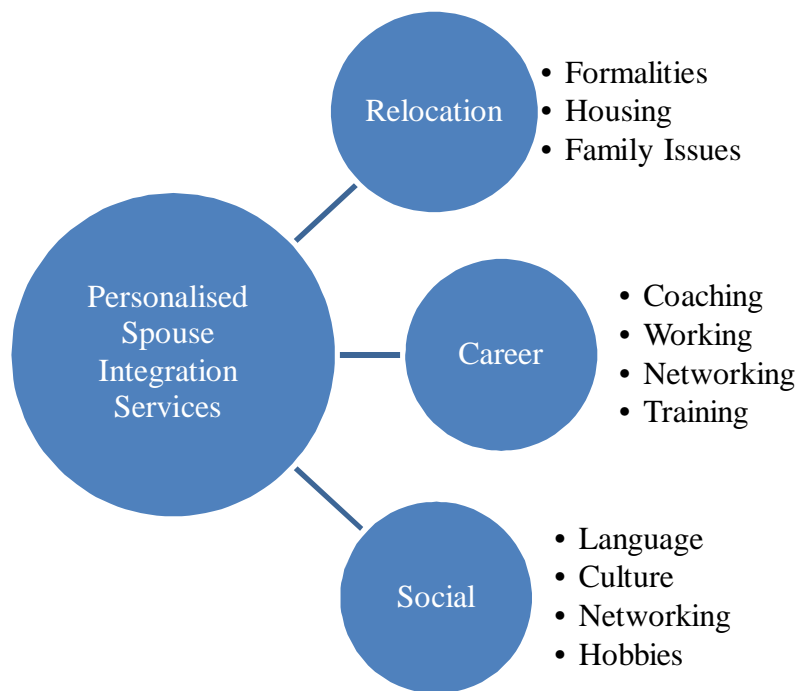


FIGURE 7. Research Results Related to the Scope of Service

The relocation support services include advice and instructions regarding the formalities, housing and other relevant practical issues when relocating to the new country and city. It was considered very important to smoothen the first steps of integration. These services are targeted at both the employees and the spouses. They are mainly organised as information sharing, advice and forms of collaboration with the municipal or governmental integration offices.

Career support was considered as the most important service module when it comes to the integration of the spouses. It includes all aspects of the professional integration of the spouses from further training, personal career counselling and voluntary work to finding relevant networks and work.

Social support was mostly based on sharing information about the local activities and events, networks and hobbies. Learning the local language was considered important especially for the professional integration, but the emphasis was on the beginners' level and the courses were mostly provided by the municipality or government targeting all immigrants in the region.

This chapter has introduced the research results in detail. In the next, final chapter the results will be linked with the chosen theories and the operational environment of Tampere.

5 DISCUSSION

In this final chapter, the research data will be linked with the theoretical framework reflecting the adjustment factors of the spouses, the information on integration support services and responsibilities and motivation of the employer by replying to the research questions.

The main research question:

- What services should be provided for the spouses of the foreign academic staff of the university?

The secondary research questions:

- What is the motivation and role of the university as the employer of the foreign employee in relation to the spouse support services?
- What kind of service cooperation can be applied in providing these services?

Practical conclusions list the most important practical implications for the university employer to be taken into consideration. The last part illustrate the research results as a visual integration ecosystem (Figure 8) that exemplifies the current relevant service providers for relocation, career and social support in the Tampere University and Tampere region. Also the future of the operational environment of Tampere is discussed.

5.1 Discussion of Results

What is the motivation and role of the university as the employer of the foreign employee in relation to the spouse support services? This secondary research question will be handled first, because it provides background information for the reasons why the university should provide spouse support services and what is the employers role in providing the services.

The motivational factors of the case universities as employers in organising the spouse services are tightly linked to the **employer branding and image building**. The case universities have experienced the positive consequences of marketing the spouse services and offering them to the candidates already in the negotiation phase. In other words, the

spouse services act as a method to **attract** the desired candidates and they also promote **successful recruitments** by improving the probability that the new employees and their spouses stay in the region as was concluded in the EURAXESS TOP III DCIS Report as well (An analysis of Dual Career... 2018, 14).

One of the most important motivations behind offering spouse services in the case universities is the **retention** of the researchers. The personal features have an effect especially on the interactional adjustment (Vainikka 2016, 90) but as both McNulty and Li & Jackson conclude, relevant organisational support facilitates especially the interaction adjustment (McNulty 2012, 421 & Li & Jackson 2015, 485). So, this also supports the retention function of the spouse support services.

The availability of the spouse services shows that the employer **cares about the well-being** of the employee by showing interest in the integration of the spouse and the entire family as well. The services for spouses can be interpreted as caring services (Polaine et al 2013, 28), because behind them is the well-being of the new employees – caring for them, but simultaneously caring for the whole family. The case universities do take the entire family of the foreign employee into consideration when giving advice in relocation and integration related matters. This approach strengthens also the perceived organizational support, which is very important for the integration process (Vainikka 2016, 101). The perceived organizational support is significant also for the universities' aspirations on retention measures, because it has a link to employee commitment and job satisfaction and it reduces withdrawal behaviour. (Rhoades & Eisenberger, 2002) Vainikka assures that the well-being of the family contributes concretely to the job satisfaction and work performance of the employee (2016, 104).

Due to the importance of perceptions, also **expectation management** is especially important. As McNulty summarizes, the employer should describe realistically the services, opportunities and challenges that the spouses can face (2012, 431). All the case universities have understood this and are working with managing the expectations to prevent false implications and disappointments as indicated in the EURAXESS TOP III DCIS Report (An Analysis of Dual Career... 2018, 10).

According to this research, the spouse services; relocation, career and social support are organised mostly by the university and in all cases the university is the first point of contact. The main emphasis is in providing personalized services to **facilitate and support the integration** process especially in relocation and career matters. This **personalized service model** is important also according to McNulty (2012, 431) and the support service personnel have an important role in the comprehensive integration from orientation to career development and finding networks (An Analysis of Dual Career... 2018, 12).

What services should be provided for the spouses of the foreign academic staff of the university? The scope of services which should be provided to the spouses will be introduced by replying to the main research question.

The spouse support services can be divided into three categories according to the research data; **relocation, career and social support services**. McNulty also supports this division, because they are perceived to be the most significant services in the integration of the spouses (2012, 425). The services provided by the case universities are well in line with the scope of services by the EURAXESS Service Centres (Table 1) and the direct and indirect forms of support collected by Vainikka (Table 2) except that career support has a significantly stronger emphasis than in the earlier research.

All the case universities provide **relocation services**, which includes assisting in different formalities, finding housing and family related issues in the integration process, like schools and daycare. Vainikka's findings gives grounds to offering relocation services, because they reduce the stress and are considered useful by the spouses. (2016, 100)

The **social support** can be linked with the indirect forms of support (Table 2) and EURAXESS Living in Finland –related services (Table 1). Social support refers more to the private life related aspects of integration and it is mostly provided in the form of information sharing instead of concrete actions. The universities offer information about the local services, networks and activities and refer the spouses to them, which can be seen as facilitating the social integration.

Case universities thoughts correspond with the findings of Vainikka that the command of local language is important as it has an effect on all dimensions of adjustment and

especially when it comes to employability (2016, 86). Thus **providing language training** is taken into consideration in the case universities as McNulty recommends (2012, 422), but they are mainly organised in cooperation with the local actors.

Even though previous research suggests that support for career and network development of spouses would be lacking (McNulty 2012, 431 & Vainikka 2016, 100), this is not the case in the university sector, since **career support** is provided in all of the case universities and it is considered as one of the most important service entities. This fact is also shown on the recent EURAXESS report on Dual Career and Integration Services (An Analysis of Dual Career... 2018). Career support includes a wider entity of supporting the spouses to find something meaningful to do, which can be redefining the career, job opportunities, entrepreneurship, voluntary work or further education and training, including information on language training. This view is supported by the adjustment factors of the spouses, as according to Vainikka, the support should be multifaceted and personalized as not all partners wish to work (2016, 92). Nevertheless, in case the spouse has motivation to work, the unemployment can cause most negative impacts on the international adjustment (ibid, 92) and thus it is a significant factor.

Coaching is used in the case universities to help the spouses to identify their competences and skills in the new operating environment. In these cases it is important to consider the professionalism of the service personnel (An Analysis of Dual Career... 2018, 16) and this has been taken care of in the services of the case universities.

Facilitating **professional networking** is an important part of career support in the case universities as was confirmed in Vainikka's research from spouses' viewpoint as well (2016, 100). The **cooperation in facilitating the professional networking** with local, national and international talent or dual career networks seems crucial. This view is supported by the EURAXESS Report on Dual Career and Integration Services, because the collaboration offers the spouses a wider spectrum of events, networks and less confusion about the amount of information (2018, 18).

What kind of service cooperation can be applied in providing these services?

The other secondary research question is closely linked to the scope of services and thus will be replied to as the last question. From Tampere point of view, the local collaboration will be introduced in the last chapter 5.3., which exemplifies the current spouse integration ecosystem in Tampere.

Half of the case universities work with local integration organisations in developing and offering the relocation and social support services. These offices are concrete **one-stop-shops** for all immigrants living and working in the region and include **collaboration** in addition to the municipality and local authorities' also private organisations and non-governmental organisations (Guide on Mobilizing Local Resources... 2017, 6-7). This type of collaboration is strongly recommended in the Integration Cooperation Programme of The Ministry of Economic Affairs and the Employment in Finland (Kotouttamisen osaamiskeskus 2014) and in the EURAXESS TOP III DCIS Report because it enhances the synergy between different services and prevents double work and inefficient use of financial resources (2018, 12). The cooperation possibilities depend a lot on the local and national policies and organisations, so the execution has to be tailored (Guide on Mobilizing Local Resources... 2017, 6-7). Nevertheless, the collaboration broadly with the local actors would be both beneficial for all organisations and the spouses and it would also improve the **efficiency and spectrum of the services**.

5.2 Practical Conclusions and Recommendations for Future Research

The most important, concrete lessons learned from this thesis study are listed here in a random order:

- A. The three service themes relocation, career and social support should be taken into consideration when planning the services for the accompanying spouses.
- B. The employer should take into consideration the individual situations of the employee and the accompanying spouse and coaching and self-empowering methods can be utilized to support self-fulfilment.
- C. Career support services should concentrate on introducing the local culture related to working and applying for work but also coaching the spouses to reflect other and new prospective careers in the new country and region.

- D. The university should ensure that the accompanying spouses have available subsidized local language learning possibilities even though they were offered by some other organisation than the university.
- E. Partly the relocation and especially the social support can be tackled in cooperation with the local public, association and company collaboration, but the university employer should always be the first point of contact in order to form the perception of a caring and valuing employer.
- F. The employers should be strongly committed in co-creating a regional integration service centre, a “one-stop-shop” for international talents in order to promote integration and make the service process as efficient and smooth as possible both for the employers, authorities, other service providers and especially the customers – foreign employees and their spouses and other international talents in the region.
- G. A concrete currently missing developmental idea risen from the results of this thesis is the career development network or networks for spouses. There are no existing dual career networks in Finland. The International Dual Career Network (IDCN) works in many European countries and it would be a good idea to look into this option in creating one in Finland as well.

This thesis summarized the relevant information from previous research related to this topic, introduced the services and modes of operation in the chosen case universities and discovered the reasoning and background for the justified services in the case universities. This thesis research supports the analysis of the EURAXESS Report on Dual Career and Integration Services (2018) that the university employers offer career support for the spouses of their staff apparently more than in the private sector as arises in the research of both Vainikka (2016, 100) and McNulty (McNulty 2012, 431). Thus it would be beneficial to study the detailed service offering regarding career support, the success of the career support programmes and to find out about the impacts of these services for the professional integration of the accompanying spouses.

5.3 Reflections to the Integration Ecosystem of the City of Tampere

This final part will introduce existing players promoting the adjustment and employability in the integration process of the spouses in Tampere. The importance and benefits of collaboration between the integration service providers has become evident in this thesis. In addition, one aim of the Hidden Gems –project is to identify and get to know the different service providers in the region from authorities to public service providers and associations and bring them closer in order to collaborate and develop the common integration matters.

This final chapter will also exemplify a visual presentation (Figure 8) created on the basis of Halbe & Koenraads Startup Infrastructure Diagram (2017) by linking the research results regarding the scope of spouse services - relocation, career and social support - to the current service providers in Tampere. This type of visualisation could be used as a tool to assemble the different service providers in the region and to present the integration ecosystem of Tampere. In order to receive deeper perspective of the regional services and cooperation building, the researcher interviewed Mari Taverne, Senior Business Advisor of Business Tampere.

The international spouses accompanying their working partners are a part of the talent pool of the region, even though they are not separated as a particular group, Taverne clarifies (2018). This is of course also the idea behind the integration related services, which are available for all internationals migrating to the region regardless of their background or status. In this chapter the services are targeted widely to all international talents in the region. The idea of this chapter is to follow the spirit of the Integration Cooperation Programme (2014) by The Ministry of Economic Affairs and the Employment in Finland and The Talent Boost –agenda (2017) to encourage different actors in the region to together improve the integration process. Also Taverne (2018), as well as the Integration Programme of the City of Tampere highlight the importance of concrete cooperation in formulating the integration services and ensuring a smooth integration process (Tampereen kaupunki 2014, 24). This is delightful as it came up in the research results of the thesis as well.

According to the Act on the Integration of Immigrants and Reception of Asylum Seekers, the municipality and the Centre for Economic Development, Transport and the

Environment (ELY) are responsible for regional integration matters. The municipality is responsible for creating the integration programme in addition to the execution, development and follow-up of the realisation and impacts of the programme. **The City of Tampere** has planned the actions and services in order to support an efficient and timely integration process. (Tampereen kaupunki 2014, 3)

Most of the actions related to adjustment are integrated in the service processes of the City of Tampere, for instance housing issues, matters related to healthcare, social services, schooling and education. There are also independent and cross-sectoral services in Tampere. The City of Tampere is a part of Infopankki -websites offering digital information about moving and living in Finland in 13 different languages. There is also a site Finnishcourses.fi enabling the search for the available Finnish language courses in the area. The city of Tampere offers regional relocation and integration support through **Migration Info Centre Mainio**. (Tampereen kaupunki 2014, 3) Mainio offers multilingual services for all immigrants about anything related to living, working and studying in Tampere. The services are implemented as personal assistance and they include advice and concrete help with for instance Finnish documents, forms, formalities and appointments. (Migration Info Centre 2018)

TE-Services, the Public Employment and Business Services, offer the job-seeking foreigners versatile services and among others the possibility to get initial assessment to clarify what types of services are needed in their personal integration path. An integration plan is formulated within the first three years of the move and integration training is provided, for instance Finnish language courses. The integration training also enhances the civics and cultural knowledge to support the integration in Finland. (Tampereen kaupunki 2014, 22-24) Also the other authorities, for instance the Finnish Immigration Service, Local Register Office and the Social Insurance Institution of Finland (Kela), have a significant role in facilitating the community integration.

Business Tampere is the Tampere region economic development agency, non-profit public funded organisation owned by the city of Tampere and the surrounding municipalities. It coordinates all investment, talent and business attraction actions of Tampere region. It is in the centre of creating and improving the business, export, facility, network, digital and innovation environment in Tampere. (Business Tampere n.d.) Business Tampere provides services targeted at the companies and employers in the

region to support their growth and internationalisation. These services include support in attracting and recruiting international talents and promoting their integration to the region with digital services and concrete advice. One of the most important method is to bring the employers and talents together by facilitating networking, organising events and fairs, coordinating mentoring programme, offering possibilities to co-create and to utilize the innovation platforms. The digital channels, like LinkedIn, TalentTampere.fi and Twitter create a service themselves, since they promote communication, networking and involvement. (Taverne 2018)

Taverne describes, that the aim of Business Tampere services is to channel the already existing international know-how for the companies to support their internationalisation and growth aspirations. (Taverne 2018) So, it can be seen that these services have two-sided motivations, both the companies grow, improve their internationalisation and reach versatile know-how, and the talents are able to show their skills and competencies, smoothen their professional integration by widening their professional networks and improve their possibilities to find employment. As Taverne points out, these services for the companies could not exist without the international talents and their know-how in the region (2018).

Tampere Ambassadors and **Talent Tampere** are networks coordinated by Business Tampere. Talent Tampere connects internationals and organisations and develops services to facilitate and boost the international operations of Tampere. The network of internationals operate via LinkedIn where there are over 2000 members. (Talent Tampere n.d.) Tampere Ambassador Network has existed since 2015 and it has now over 140 international-minded ambassadors in Finland and abroad. (Talent Tampere n.d.) The idea of the network is to both facilitate the network building and thus integration of the international talents and to make good use of their own international networks. The Ambassadors have a lot to give to the development of the region and to the efforts to promote Tampere internationally. (Taverne 2018)

Associations and NGO's have a big role in the concrete integration actions as the Integration Cooperation Programme by The Ministry of Economic Affairs and the Employment highlights. There are multiple non-governmental organisations and associations also in the region of Tampere, which promote integration matters, like the Finnish Red Cross SPR, Toastmasters, Mannerheim League for Child Welfare MLL,

AngloFinnish Guild, Familia ry, Afrofinns ry, International English Speakers' Association of Finland, Twinkle, Tribe Tampere ry and Junior Chamber of Commerce, just to mention a few.

The background information provided by this thesis and the need for a visual presentation of the available integration services encourages the introduction of a tool to present the **spouse integration ecosystem of Tampere**. The introduced Figure 8 is not all inclusive regarding the service providers but illustrates a possible tool for this purpose. The above introduced integration players have been added as examples in the integration ecosystem (Figure 8), which is created from the spouses' point of view. This integration ecosystem of Tampere was created following the idea of the Startup Infrastructure Diagram by Halbe & Koenraads (2017).

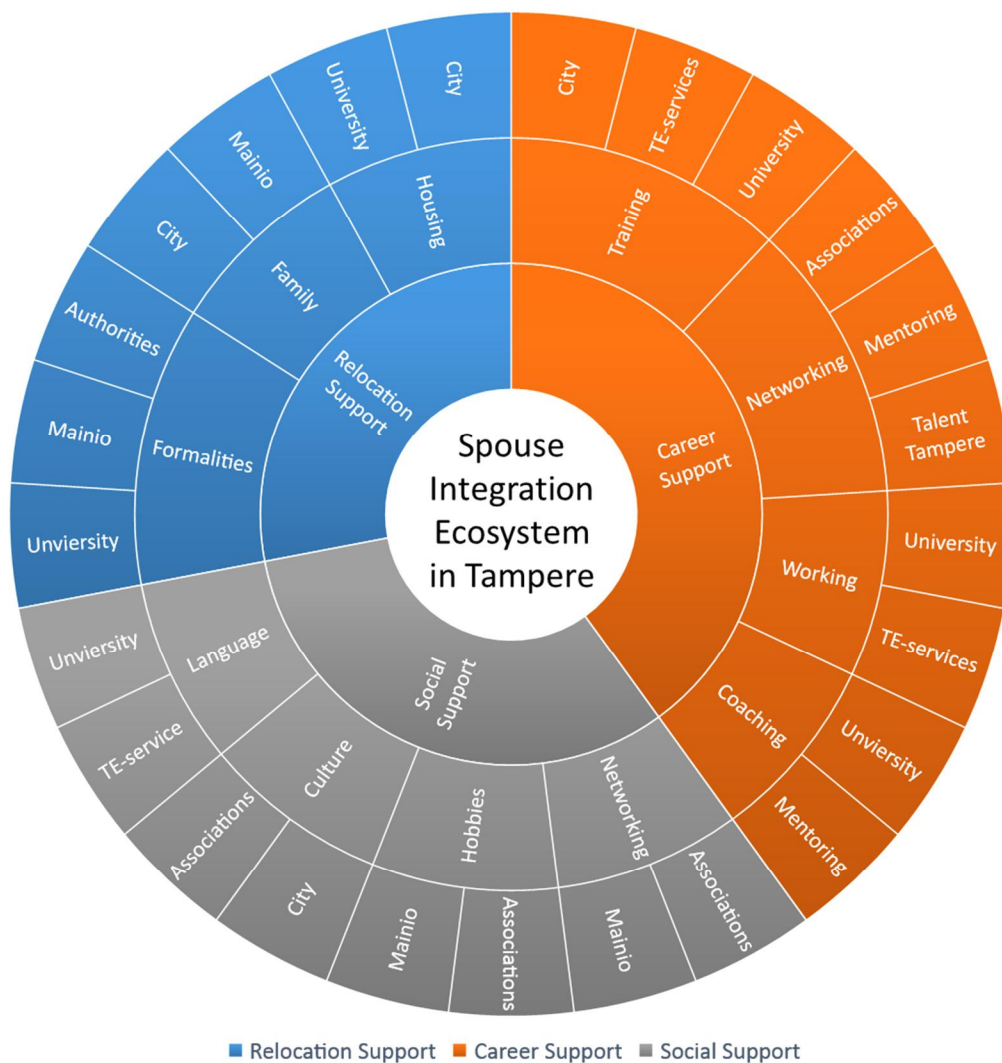


FIGURE 8. Spouse Integration Ecosystem in Tampere

The City of Tampere has an ambition to reinforce the international know-how as a strategic theme across all operations and actions of the city. This is a way to strengthen the internationalisation development of the companies and the entire commercial and industrial life in the future. One integral part of this progress is to secure attractive and flexible labour market for the international talents and thus the integration related services are being improved in the region of Tampere. During autumn 2019, the city of Tampere is recruiting an International Talent Manager to coordinate the international affairs and services of the city. The idea for the future is to create a Talent Hub or an International House Tampere –concept where public services, employer services and talent services including integration support would be under the same roof and working similarly as a one-stop-shop like for instance in Copenhagen or Helsinki. (Taverne 2018)

This improvement action would be especially important, because such a place can work as a platform to smoothen all the different steps of integration for all the different service providers, employers and the international talents as well. As came up in the thesis research as well, the collaboration in form of a one-stop-shop benefits all parties involved. It smoothen the important relocation steps, because all the relevant authorities are present. It accelerates the social integration with all the information and advice on offer on important local networks, associations, hobby groups and language learning offering, just to mention a few. Career integration facilitation is important for both parties, the employers and the employees, so support from both viewpoints is needed. Tampere already has a solid foundation for these services in Migration Info Centre Mainio, which has in addition to the multilingual integration services already piloted distance service point collaboration with Kela, for instance.

The visibility and marketing of the services would, in addition to promoting the integration of the internationals in the region, also improve the attraction of the region, and increase the international recruitments, because the services would be clear and easily accessible for the employers as well. (Ibid) This all shows that there is a prominent future ahead for the collaboration actions and the improvement of the integration services in the region of Tampere.

The employers also have responsibilities in the integration of the whole family of their employees' and they are motivated because they want to hold on to the recruited employees. The employer input can be seen as an investment, since it has an impact for

the success of the recruitment and it is a concrete employer image building measure. (Ibid)
Thus, it is also a significant matter, that the university employers in Tampere are currently piloting the services for spouses of their academic staff in the Hidden Gems –pilot project. The results of the pilot project are interesting for the region and future service development as well (ibid).

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APPENDICES

Appendix 1. Interviewees

Eindhoven University of Technology / the Netherlands

Willem van Hoorn, Policy Advisor, Internationalization at the HRM department

ETH Zürich / Switzerland

Madeleine Lüthy, Head of the Dual Career Advice Office

KTH Royal Institute of Technology / Sweden

Lotta Rosenfeldt, Relocation Coordinator, KTH Relocation

KU Leuven / Belgium

Veronique Meert, Career Coach, Career Centre

Caroline Gilbert, Policy Consultant, HR Management Team

Nicole Wedell von Leupoldt, Career Coach, Talent Interlock

University of Basel / Switzerland

Tanja Popovic, Head of Welcome Center

University of Copenhagen / Denmark

Mark de Vos, Senior International Mobility Consultant, International Staff Mobility

Mary K. Kobia, Dual Career Consultant, International Staff Mobility

Background Information

University:

Respondent (Name and Title):

- How many of the foreign researchers arrive with spouses or partners (%)?
(Estimate if not accurate information available)
- How many spouses are there in the scope of the services?
- Are the partners in the scope of the services restricted in some ways (eg only to the spouses of professors or according to certain Tenure Track level)?

Questions

Beginning of the support services for spouses

- Where did you get the idea of starting services for researchers' spouses?
- Who was involved from the beginning and what kind of planning and work was needed to get the idea forward?
- How did you build the collaboration locally?
- Did you face any difficulties in starting the collaboration or with the idea?

Scope of Services

- What are the different services offered for the spouses of foreign researchers by the university and by other actors in the area / government?
- Who are the service providers? City? NGO's? Companies?
- What services do you consider most important?
- Are you lacking some services?
- What kind of regional / national networks do you have for the spouses?

Role of the employer

- In your opinion, what is the role and responsibility of the employer of the foreign researcher?
- What are the services the employer should provide?
- What are the services the employer can acquire from outside and how? By purchasing or cooperation?

Funding

- How did you find funding?
- How does the funding work?

Spreading the information about the services

- How do you spread the information and market the services? Internet, marketing material, social media etc.?
- What kind of marketing material do you have on the services?
- How do you contact and reach the spouses or partners?
- How does the referral to these services work?
- How do you stay in contact with the spouses / partners?