

EXPERIENCES OF WORKING WITH FOREIGNERS



Bachelor's thesis

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TIIVISTELMÄ

Tämän tutkimuksen tarkoituksena on selvittää suomalaisten yritysten ja heidän työntekijöidensä kokemuksia ulkomaalaisista työntekijöistä. Tutkimuskysymys on: "Kuinka suomalaiset yritykset hyötyvät ulkomaalaisista työntekijöistä ja mitä heidän tulee ottaa huomioon heitä palkatessaan?"

Tutkimuksessa käytetty teoria perustuu aiheisiin kuten, tutkimuksiin ulkomaalaisten suunnitelmista, pienten ja keskisuurten yritysten barometriin. Myös työnantajan laillisia velvollisuuksia käsitellään kun he palkkaavat ulkomaalaisia. Viimeinen teoria perustuu näiden työntekijöiden perehdyttämiseen ja integraatioon suomalaiseen yhteiskuntaan. Esitellään myös mentorointi ja tutustumispäivien käyttäminen integraatiossa.

Tutkimustyö tehtiin haastatteluilla eri yritysten esimiehille ja työntekijöille. Kysymykset vaihtelivat rekrytoinnista ja perehdyttämisestä aina työntekijöiden omiin kokemuksiin. Haastattelujen tulosten analysoimiseksi käytetään SWOT-analyysiä. Yrityksille annettiin myös muutamia suosituksia, oli selvää, että ohjeet olisi käännettävä englanniksi ja että yritysten tulisi osallistua useammin rekrytointitapahtumiin saadakseen lahjakkaita ulkomaalaisia. On myös selvää, että ulkomaalaiset tuovat työnantajille monia etuja ja siksi heitä tulisi palkata yhä enemmän.

Avainsanat Ulkomaalainen, henkilö jolla ei ole Suomen kansalaisuutta.

Integraatio, oppiminen toisen ryhmän tavoille päästääkseen osaksi tätä ryhmää.

Orientaatio, prosessi missä uusi työntekijä oppii työtehtäviä toisilta työntekijöiltä.

Sivut 31 sivua, joista liitteitä 3 sivua

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ABSTRACT

The aim of this research is to discover the experiences Finnish businesses and their employees have of foreigners as their employees. The research question is: "How can Finnish businesses benefit from having international graduates and what do they need to take into account when hiring them?"

The theory used in this thesis is varies from different surveys about international students' plans after their graduation to a business indicator from Spring 2019 which is used to discover and discuss the current situation in small- and medium-sized companies. Moreover, employers' legal duties are also analysed. Finally, foreigners job orientation and integration into Finnish working life, and introducing mentoring and introduction days as integration methods are also considered.

The research was conducted by interviews with managers and employees. The questions varied from recruitment and orientation processes to their personal experiences. A SWOT analysis is used to further analyse the findings from the interviews. A few recommendations were made such as, the instructions should be translated into English and that companies should participate in different recruitment events more often to acquire talented foreigners. It is also clear that foreigners bring many benefits to employers and therefore they should continue to be recruited even more.

Keywords Foreigner, person who is not a Finnish citizen.

Integration, learning new cultural habits of another group in order to be part of that group.

Orientation, process where new employee learns tasks and systems from other employees.

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CONTENTS

1	INTRODUCTION	1
	THEORY	2
2.1	Business indicator spring 2019.....	2
2.2	Improving the recruitment of foreigners	3
2.3	Nordic Countries	4
2.4	European Union	5
2.5	Third country citizens.....	6
2.6	Employer's duties	6
2.7	Availability of reflection policy.....	7
2.8	Integrating foreigners into Finnish working environment.....	7
3	RESEARCH	9
3.1	Interview with a manager	10
3.1.1	Manager at case company X	10
3.1.2	Manager at case company Y.....	11
3.2	Interview with a foreign employee	13
3.2.1	Employee at case company X.....	13
3.2.2	Employee at case company Y	14
3.2.3	Employee at case company Z	15
3.3	Interview with a Finnish employee	16
3.3.1	Finnish employee at case company X.....	16
4	ANALYSIS.....	16
4.1	Strengths	17
4.2	Weaknesses.....	18
4.3	Opportunities	19
4.4	Threats.....	20
5	RECOMMENDATIONS	21
6	CONCLUSION	23
	REFERENCES.....	27

Appendices

Appendix 1 Questions for managers

Appendix 2 Questions for foreign employee

Appendix 3 Questions for Finnish co-worker

1 INTRODUCTION

This research is part of a Go Strong -project, which aims to use global competences as a regional strength. This project takes place in Southern-Pirkanmaa region, with cooperation of different companies and organizations from the region. Also the city of Valkeakoski and educational campuses takes part in this project. Global competences are in this content international students or graduates to whom this project aims to aid their employment in the region, especially in the small- and medium-size companies, and thus provides the companies with opportunities to grow and go international. Furthermore this will strengthen the collaborations between educational campuses and the companies. (Hämeen Ammattikorkeakoulu, n.d.)

This is a research of the experiences that Finnish employers and employees have had when they have been working with foreign employees in the workplace. The research question is: "How can Finnish businesses benefit from having international graduates and what do they need to take into account when hiring them?" This thesis uses face-to-face interviews and email interviews as the main research methods, where employers, foreign employees, and Finnish co-workers are an interview and questioned about their own experiences of the topic.

This research consists of the theory part which includes information about small- and medium-size companies from the business indicator and how was the business environment during the spring of 2019. Also some features that holds back the companies' growth is also presented. After that, a survey is introduced that tells the situation of international students and their plans after the graduation. Also, some theories on how to improve the recruitment of foreigners are introduced. The legal obligations for employers in foreigners recruitment is also represented and listed what sort of differences there are based on the nationality of the foreigner. And some other legal documents and safety assessments does the employer provide for the work safety inspections.

The last part of the theory is based on the orientation and integration of foreigners into the Finnish workplace and working life. Two main methods are introduced, the mentoring and introductions days. Some of the biggest problems that the foreigners have when they try to integrate are also mentioned with the guidance of how others in the workplace could ease this situation.

As mentioned before, the research of this thesis is face-to-face interviews and email interviews. The face-to-face interviews were done on company's premises on early summer of 2019 and they were one-to-one conversations with a manager, a foreign employee and one of their Finnish

co-worker. The face-to-face interview was chosen as the main research method as this would be the best way to ask more detailed questions during the interview and more involvement could arise this way. As for the email interviews, it was chosen as the second best option after the face-to-face interview and email interviews used the same questions as were asked during the face-to-face interview. The email interviews were sent via email to multiple personnel and eventually, three responses were chosen to this research.

The questions related to the topics of recruitment and orientation of foreigners and their own experiences on these topics. The answers were then analyzed in SWOT -analysis tool, which comes from words strengths, weaknesses, opportunities and threats. A table was formed where answers were placed in the corresponding corners of the tool and after that everything is more deeply analysed and in some instances related to the theory.

From the analysis comes the recommendations, that are the author's own opinion on the topics. The recommendations are directed to everyone that participated in the research and for the Go Strong -project. These recommendations includes what managers should do before recruitment and how should other Finnish employees be involved in the orientation and integration processes. Finally at the very end of this report is the conclusion, where everything is once more concluded in sort and packed form.

2 THEORY

2.1 Business indicator spring 2019

A business indicator is a survey tool that gathers different information of small- and medium-sized companies into one spreadsheet, which then can be used to describe the situation of these sized companies in Finland. This indicator is made by Suomen Yrittäjät, Finnvera Oyj and Ministry of Employment and the Economy of Finland and it is done twice a year. The business indicator from spring 2019 is based on around 4600 answers from small- and medium-sized companies representing different business areas in Finland. This indicator provides a extensive view of economical changes in the business environment and factors that are affecting business operations. (Yrittäjät, 2019)

According to the business indicator, the internationalization of these small- and medium-size companies is an opportunity to grow and succeed. Although it is a major decision, for a company that is the size of just a few personnel, to go to international markets as it often requires new know-

how and financial support. For a small company doing business in the international market can be a huge risk that requires a lot of hard work, dedication, good timing and a bit of luck but it can all payout as these markets can provide new opportunities. Digitalization allows many small- and medium size businesses to do this as it is, thanks to internet, more easier than ever. In the year 2018 as many as 74 percentage of companies has invested in computers, software or other equipments thus allowing them to grow their businesses on international markets. (Yrittäjät, 2019)

Many businesses are looking for new employees but the situation in the employment markets is rather weak at the moment and this makes it difficult for companies to hire qualified personnel. This has effectively slowed down the growth of some businesses and more than half of the companies, that took part in this survey, said that the lack of these knowledgeable candidates has some effect on their growth. Although the personnel is being trained by the companies there still is a lack of well suited candidates which gives them an great opportunity and leverage in the employment markets. (Yrittäjät, 2019)

2.2 Improving the recruitment of foreigners

Finland and the Finnish labor markets can be seen from the international perspective as less attractive than other labor markets. A strange language, cold climate and high taxes are just few of the down sides of the Finnish labor market. More often these negative characteristics outruns the positive sides such as clean nature, security and public services. For employers, recruitment can also be difficult as there can be payments to do to the officials and possible language courses are usually paid by the employer. These can be also the reasons why some organizations are avoiding the recruitment of foreigners. There are doubts among the employers that foreigners will scare some of the clients and the lack of language can make safety risks. (Sorainen, 2014, p. 31)

According to a survey made by Tekniikan akateemiset and Finnish technical universities as many as the third quarter of students in these universities will not have employment after graduating, whereas two-thirds of Finns studying will have the workplace. A minor working experience, work contacts, weak knowledge of Finnish language, working environment and its culture and the lack of local networking are just few of the reasons for foreigners low employment. Jari Jokinen, director of educational politics at Tekniikan akateemiset, states that while these foreign students are educated it does not make sense not to use their knowledge in the companies and in the society. (tekniikka & talous, 2015)

Tekniikan akateemiset's expert Pirre Hyötynen lists few tips to better aid the recruitment of these foreigners. Firstly, companies should hire these employees and inters without prejudice and the proper knowledge of the

Finnish language. And they should use their cultural knowledge is the target markets. Secondly the foreign students should spend more time with their Finnish colleges and use this opportunity to study the language and the culture. And then he adds that universities should support the foreign students by offering them more language courses, the team works with the Finns and career guidance. Lastly, foreign students should be allowed to fully utilize the Employment and Economic Development Office's services. (tekniikka & talous, 2015)

According to a survey from Suomen Yrittäjät, a narrow margin of entrepreneurs would like to ease the recruitment process of foreign workers. Thus, making it easier for entrepreneurs to acquire more workforce. The survey was made by Kantar TNS from the request of Suomen Yrittäjät and 1078 participants took part in this survey on January 2019. Out of these 1078 participants, 39 percentage answer "yes" for easing the recruitment of foreigners and 38 percent answered "no". And rest of the participants did not have an opinion on this matter. (Kantar TNS, 2019)

Mika Koismanen, the Chief Economist of Suomen Yrittäjät, said that the results of this survey were welcomed the news as employment must be improved in order to guarantee welfare services in the future. (Yrittäjät 2019). One of the major growth barriers for small- and medium size companies is the lack of knowledgeable and educated workforce. And the lack of them can be the reason for the overall growth of companies, where given the workforce many companies could grow. According to Kuismanen the recruitment of qualified employees and especially foreigners into the company should be as smooth as possible and not a barrier as it can be seen right now. He continues, "For example compensations for employer organized induction period and language lessons would be steps to right direction." (Yrittäjät, 2019)

2.3 Nordic Countries

The Nordic countries consist of Finland, Sweden, Norway, Denmark, Iceland, Greenland, Faroe Islands, and Åland. (Nordic Co-operation, n.d.) The people in the Nordic region share similarities with each other they are seen as innovative, hard working and highly skilled individuals. The same can be said with the countries that are included in the region, they share the same well-fare society where the weakest individuals are taken care of and everyone participates in upholding this model that is known as the Nordic model.

All Nordic countries are high-tech, modern developed societies where education is free and gender inequality is very low. The Nordic labor

markets are also highly regulated and unions have huge influence over working conditions. These characteristics represents Nordic region with a high standard of living and as a region full of opportunities. (Nordic Co-operation, n.d.)

The Nordic countries have signed a common labor market agreement with states that citizens from a Nordic country can have a free moment to work, study and live in other Nordic country and they do not have to have a working permit in that country. The agreement also states that citizens from other country cannot be place in weaker position in labor markets and they need to be treated with the same collective agreements terms and salaries as of the original citizens. This agreement aims to preserve and work together to achieve full employment, development, and equality between men and women in working life. It also aims to benefit the economical and social development of the countries. (Finlex, n.d.)

2.4 European Union

The European Union, here and after referred as EU, consist of 28 countries Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and United Kingdom. (European Union, n.d.) One of the key pillars of the EU is the free moment of people which allows them to move, work and travel freely within the EU. This agreement between the EU countries allows for any EU citizen to freely move to other EU countries and work there expecting to follow the rules and regulations of that country. (Sorainen, 2014, p. 53)

In Finland, a citizen of EU, Nordic, Liechtenstein or Switzerland does not have to have a residence permit and they can start working immediately after arriving for three months, assuming that they have an existing passport or identification card. Those EU citizens that work over three months in Finland has to register their permit and apply for Finnish identification number. Whilst applying the permit the applicant has to show the officials the working documents. That EU citizen that has worked in Finland over five years can apply for the permanent residence permit. (Sorainen, 2014, p. 54)

2.5 Third country citizens

Third country citizens are those who come to Finland outside of the EU and Nordic countries. In order for these citizens to work in Finland, they need to have a visa, a visa-free travel permit, a residence permit, an employee's residence permit or a merchant resident permit. The differences between these permits are usually based on how long and on what position can the permit holder work for. The decision on what kind of permit is to allow the third country citizen is mostly based on the type of work and its tasks. International students who have been granted a residence permit on the grounds of studying can also work if it is a study related work placement, work related to the final thesis or if the working hours are less than 25 on average per week or, if full time work is at a time when there is no teaching organized at school. If student begins to work more than allowed time they can apply for other working related permit without losing the permit to study. (Soroinen, 2014, p. 58)

The government of Finland has a plan to make it easier for international graduates to stay and work in Finland with extending the resident permit and providing more internship opportunities. (Valtioneuvosto, 2013, p.12) According to the survey, made by International Student Barometer, more than half of the international students in Finland are planning to stay and work in Finland after their graduation. 13 Universities and 2 University of Applied Sciences took part in this survey and more than 6650 student answered it. Out of these students a quarter of them would stay in Finland for more than two years and ten percentage would like to stay under two years. A fifth of all participants could not tell and another quarter answered that they would move somewhere else. Students in automation and business were most eager to stay in Finland for a longer period of time. (Opetushallitus, 2018)

2.6 Employer's duties

If the foreign employee is from the Nordic countries, The European Union, Liechtenstein or Switzerland they do not need a residence permit in order to work in Finland, but if they are outside of these regions or countries they then need to apply for a residence permit. It is the employer's duty to make sure that foreign employees have the right to work in Finland and that they have all the necessary legal documents needed to work in Finland. It is required that the employer holds these records in the workplace while the employee is employed. The working conditions must be ensured that they are the same for each employee, a Finn, and a foreigner and that they comply with the health and safety regulations. The employer also has to provide additional training for the work duties and language so that they would understand the necessary safety information. (Työsuojelu, 2018)

An employer must send the necessary documents to the Employment and Economic Development Office that are the terms and conditions of the employment. There must also be a copy of the employment contract and a copy of the employee's passport or residence permit. It is also necessary for the employer to notify the workplace steward and the health and safety representative about the name of the foreign employee and the suitable collective agreement that is being used. These should be done in the case that the employee is a third country citizen. (TE-palvelut, 2019)

2.7 Availability of reflection policy

Availability of reflection, or saatavuusharkinta in Finnish without a proper translation, is a policy where officials determine, before granting a residence permit to a third country citizen, that is there available workforce within the Finnish or European labor market. This policy prolongs the already long residence permit processes. A foreign employee might wait for their permit process for up to 8 months, which on the other hand slows the recruitment and hiring of new employees. (STTinfo, 2018)

According to Johanna Sipola, director of industrial policy at the Central Chamber of Commerce, to fund the well-fare society and ease the labor shortage it is vital for Finland to increase work-related immigration. (STTinfo, 2018) She also stated that to gain a competitive advantage Finland should abandon the availability of reflection policy, and therefore increase Finland's attractiveness in the labor markets. The negative image that many have if the policy would be removed can be overrated. Many would fear that removing this policy would increase cheap labor market in Finland and that there would then be two different labor markets. In addition to removing the availability of reflection policy, the Central Chamber of Commerce would also recommend easing the permit processes. An open and international society where foreign skilled workers are welcomed and wider public services in English and furthermore international schools are just a few things Johanna Sipola mentioned in order to increase attractiveness. (STTinfo, 2018)

2.8 Integrating foreigners into Finnish working environment

The biggest barrier according to both parties, the foreigners and Finnish, is communication-related things and cultural differences. Due to the lack of appropriate knowledge of the culture and its habits there can be difficulties and misunderstandings amongst the foreigners and the Finns when it comes to working in a new environment. This integration process can be a difficult period for both parties as for foreigners they have to learn a new language and culture in order to communicate with other employees. And for Finns, they need to offer support and help with Finnish

and with working related duties. The integration process is not just for the foreigners but it requires active participation from both parties in order to make it a successful and for the foreigners to fully integrate into Finnish working environment. (Saari, 2010, p. 79)

There is a number of ways to achieve the goal of integrating foreigners into the Finnish working environment. One of these ways is to use mentoring. Mentoring is sharing information, knowledge, experiences, and habits that an experienced employee passes the knowledge to new employees in order for them to learn new ways of dealing with different situations. (Saari, 2010, p.80)

In the situation where foreign workers are integrated into Finnish working environment a Finnish employee, who has been in the company for a longer time and has the knowledge of the company's norms and habits, can act as a mentor for the new foreign employee. Mentor's duties are to help, guide and support the new employee with the working culture and the working environment. And they need to provide mental support in the workplace. The mentoree, new employee, on the other hand, can also help the mentor to learn new cultures and can they can provide a new perspective of the mentor's working methods. Mentoree's duties are to accept and appreciate the support in the workplace, they need to have an open mind with integrating into Finnish society and the working environment. An active and open attitude is a key factor to a successful mentoring, for both parties. (Saari, 2010, p. 81)

The relationship between mentor and the mentoree can be a strong one which, if done correctly, can help both parties to achieve a new friendship and improve their working methods to a new level. A successful mentoring process is one where both parties are in it with their heart and soul and they remain open communication between each other. They both must have active and open participation and most importantly the willingness to participate in this process. An equal treatment with each other and a trusting relationship amongst them are essential factors for this process to succeed. (Saari, 2010, p. 82)

It is recommended that both mentor and mentoree keep a diary where they mark the ups and downs of the week. These can then be go through with each other at least once a month. It is important to give feedback and support to each other in order to make their relationship work. These should also be shared with a third party member which is overseeing the whole integration process, a manager or someone at a higher level. This supervisor could also solve any disruptions amongst the mentor and mentoree. And they should act as a support for both parties as well. (Saari, 2010, p. 83)

Another implementation of integrating foreigners into the Finnish workplace is introducing introduction days. These days would act as a gathering where all the employees would participate in introducing the working culture, methods, and norms in the workplace. The idea of these gatherings is to introduce the working life to the foreigners so that they might get to know other employees and most importantly they would understand their Finnish colleagues. The most common difficulty between Finns and foreigners is the lack of clear and open communication, which these gatherings aim to solve and thus allow the cooperation between these two parties to be more efficient. (Saari, 2010, p. 83)

These introduction days would be organized by a nominated group within the organization, they would plan the activities and determine the goals of the event. The introduction day could include a speech from the director, a summary of the working culture and working methods and a summary of activities that foreign employees found most bizarre whilst working among the Finns. The event could end at an open discussion where anyone can share their own opinions, suggestions, and feedback to the organizers. These events can hold multiple times during the integration process and they are an easy way to track the progress of the integration process. (Saari, 2010, p. 84)

3 RESEARCH

The research consists of three face-to-face interviews and three email interviews conducted with a manager, a foreign employee and their Finnish co-worker. The origin of the research was that more face-to-face interviews could have been done with multiple participants, but as the scheduling and other duties with all parties interrupted this plan. It was decided that the same questions that were to be asked during the face-to-face interview would be sent via email and all participants could fill them as their time allowed it and then send them back to the author. This method is not the best possible for the wanted outcome but with these circumstances, this is the next best option.

The face-to-face interviews were conducted with the case company X. Interview was selected as the main research method for this thesis. As gathering of the information during interview is easier and more specific details can be asked at the same time, thus providing more to the outcome of the research. The aim of these interviews was to gather an overall picture of the recruitment process of a foreigner from a different point of view, the employer, employee and co-workers'. For the case companies Y and Z the questions were sent via email. The interview questions can be found at the end of this report from appendixes 1-3.

3.1 Interview with a manager

The purpose of the interview with managers was to discuss the recruitment process of foreigners and to discover what benefits they have brought to the company. Moreover, the interview was aimed to discover the differences between Finns and foreigners during the recruitment and orientation processes with the managers' point of view.

3.1.1 Manager at case company X

The first few questions to the manager were related to the need for a foreign workforce and their previous experiences with them. The manager responded to the questions, that they do not see any differences between Finnish employee and a foreign employee. To them all employees are equal and are treated the same way, no matter the origin of the employee. The manager told that they have another foreign employee at their service, an English man, who has been employed for couple of years and they are located in England. Working with them has brought the company many benefits, mostly related to providing services in English for customers.

Moreover, the manager highlights some other key factors and benefits that the foreigners have brought or are expected to bring to the business such as, good knowledge of foreign languages, higher motivation for work and their willingness to success more often than those of Finnish employees. The manager mentioned that the knowledge of Spanish from the foreign employee has opened the new business opportunities in Spanish speaking market areas. In relation to the question about the future need of a foreign workforce, the manager responded that they would greatly benefit from recruiting talented workforce who would have knowledge of either French or Russian. But as they are rather small companies, they do not have the necessary funds and resources for the recruitment of such talents.

Other questions for the manager included the topics of recruitment processes and the requirements that the employer is looking for in candidates. The manager responded to these questions by stating that they do not require any additional requirements from the foreigner that would not also be a requirement for a Finnish employee. But they continued to say that the knowledge, understanding and speaking of Finnish language would be a great benefit for the candidate. When asked that is there anything the employer had to do after hiring foreigners, they stated that there was nothing that the legislation would have required as both of their foreign employees are EU citizens. The biggest problem that foreigners have with employment is related to the Finnish language

according to the manager. As most of the software languages, instructions and meetings are in Finnish.

The orientation and integration of foreigners into Finnish working society and workplace was the last topic that made up the remaining questions to the manager. When asking about the orientation of foreigners into the workplace, the manager responded saying that they do not have any different orientation programs or methods for foreigners. They also acknowledged that because the orientation processes are in Finnish and the information for correct working procedures are also in Finnish that this might have some negative effect on the orientation. The manager was most keen on improving the orientation processes by providing the information needed in English. And from their point of view, they did not see anything else that should be improved on this topic. The manager concluded the interview by saying that the employees have shown signs of satisfaction on the orientation and recruitment processes.

3.1.2 Manager at case company Y

The questions asked from the manager in this email interview were the same as those that were asked during the face-to-face interview with a difference that this was conducted via email exchange. The person who answered these questions is a location HR manager in a medium-size manufacturing company which is located in Urjala, a small municipality in Pirkanmaa region.

The first questions were about the foreign workforce and their previous experience with them to which the HR manager responded with that, they do have previous experience with the foreigners and that there have been many foreigners working there previously. As this unit is a part of a global company, there has always been a need for foreigners that speak, understand and value other cultures and customers all over the world. And for these reasons they are still looking for more foreigners to work with them. The manager also pointed out that they are not able to find enough skilled workforce shall they only look for native Finns, suggesting that there is a huge competition for a skilled workforce.

The third question was about the benefits that foreigners bring to the company and they responded to this saying that, with the obvious benefits such as language skills and knowledge of different cultures are hugely appreciated and needed in their business area. They also listed diversity as a benefit as this can encourage other employees to think differently and it can have a permanent impact on them. A new way of thinking can also increase the creativity and problem solving skills thus allowing new ideas to come live.

The next few questions were about the differences between Finns and foreigners and if there are any requirements for foreigners. The manager noted that the different cultural backgrounds need to be taken into account when having a multinational team to ensure the best possible outcome of that team. They also pointed out that there might be a challenge for foreigners to integrate into the Finnish or Nordic way of life and it can be a timely process compared to those who have already learned to live in Finland. As for the requirements for hiring a foreigner they responded by saying that it all depends on the position that they are hiring for. For example, an engineer might not need a Finnish language knowledge but it can be considered as an advantage. And then on other positions Finnish language is a must, like production managers. But they underlined that the job qualifications are evaluated on the same criteria despite applicants' cultural backgrounds.

Questions number six and seven are about the challenges of hiring foreigners and what the employer has to take into account in that process. Their biggest challenge in these situations usually is the work and residence permits as they can be time-consuming and often the situations where new employees are needed comes with short notice when time is of the essence. Therefore it is not ideal to look for these candidates from abroad but rather close by when everything becomes much easier for all parties. The manager also pointed out that the current IT tools does not always support this distance recruitment. In the recruitment process, they follow the same guidelines regardless of the applicants' background.

The last few questions were concentrated on the topic of orienting foreigners into the positions and to the workplace. The manager stated that they follow the same orientation process with everyone who is new to the company, so they do not have different guidelines for Finns and foreigners. But when asked about what would they change in their orientation process they replied that, cultural differences should be acknowledged during the process and that foreigners often need more time learning the local rules, regulations and working methods. The manager also added that the process should be tailored to everyone individually based on their age, experience, and skills.

The last question was a free word section, where the manager could write something that they wanted but there might not have been the right place in the questions above. And they said that one of the keys to success in their current situation is diversity. In which they mean that, building teams and working cultures where everyone has the opportunity to succeed regardless of their nationality, age, gender, race or any other factor. Employers and employees must be open-minded towards each other and understand that the world is getting smaller and that it does not matter what is your nationality and where your work. Technology, information, and cultural knowledge has reached the point where there is no going back to times where nations were only for one nationality.

3.2 Interview with a foreign employee

3.2.1 Employee at case company X

The purpose of the interview with the foreign employee was to discover their view of the recruitment process and to discuss their experiences of working with Finns. The employee has started working in the company as an intern and after their graduation, they were offered a permanent position. They are also the latest foreigner to be employed by this company but would suggest that they are not the last one.

The interview with the employee began with a few questions about their recruitment and their experiences with it. The employee stated that their career in the company started with an internship during their studies and after their graduation, they received a permanent position. Although it was not difficult to find a job in Finland, the employee states that for other foreigners it might be difficult without proper contacts in Finland. As recruitment to the permanent position happens outside the normal channels, they cannot contribute to the question of how was your recruitment process. But they added that for foreign students who want to stay and work in Finland after and or during their studies, that they need to be active on school channels and different recruitment events all over their study years. As this is their best opportunity to make a name out of themselves and to be recognized.

The second topic that was asked from the employee was their orientation process and their experiences of it. It was also asked of what would they like to do differently during that process. The employee was over all satisfied with their orientation as they could closely follow the chief executive officer and other employees of the company. They noted that most of the time everything was explained to them in English, but at some time there was instructions in Finnish. The employee also state that although the Finnish is not required, it is very useful to learn as most of the manufacturing staff spoke only Finnish. The employee hopes that more English would be used in the office as they do not want to disturb other employees, more that have to, by asking for help with Finnish.

Lastly, it was asked from the employee about their employment in Finland and their experiences of working with the Finns. To which the employee answered that they have had good and positive experiences with Finns and they continue to describe Finnish employees as organized and trustworthy who do not make empty promises and always deliver what they have promised. As for the question about why did they end up working in Finland, the employee answered that it was suitable and a natural continuation of the situation at that time. They also added that as there

was a need for foreign workforce in the company and it was a reasonable decision to make for them.

The last question to the employee was about the co-workers and more specifically how they have worked with the foreigner. To which the employee answered that the co-workers have been very supportive and helpful towards an outsider. And according to the employee, the co-workers have a positive attitude towards foreigners as they can bring talent and expertise to the company.

3.2.2 Employee at case company Y

The first questions for foreign employees in the Finnish company aimed to discover the background information on the employee and how have they ended up working in Finland. To these questions, the employee answered that they have moved to Finland to follow their spouse who is studying here, for them, it was a natural decision to move together in the same nation. For the employee it was difficult to find a workplace in Finland as they describe, it was partly due to the lack of Finnish language knowledge and not having any previous experience of the Finnish working environment. The employee got their first touch of the Finnish work experience by a starter position in an engineering consultant which was referred to them by their fellow countryman.

The employee was asked to describe their recruitment process and experiences of working with the Finns. The employee told that this was their third workplace in Finland and that the recruitment processes are in their minds relatively easy and straight forward in comparison to those in the United States of America. The employee emphasises that people are all different from each other and the experiences gain from working with Finns varies little, but overall the experience has been good. They describe Finns' communication as straight forward, adding that this is good for the way of working.

The last questions for the employee were about their orientation process, how have they felt about it and what would they change in it. The employee described their orientation as not vigorous, meaning that it was taken slowly and carefully planned in order to assure that the new employee understood their role and responsibilities correctly. And on how would they change the orientation process the employee answered that it is the applicant's duty to adapt to the work culture of the company or the country and this way to integrate into the working environment. They also added that there should not be any special process for foreigners. The employee concluded this questionnaire by writing that some companies resist hiring skilled and qualified foreigners and that this kind of behaviour is bad for any company as they do not have access to the complete talent pool that is available in the job market.

3.2.3 Employee at case company Z

The email interview was sent via email to a former student in HAMK who has stayed in Finland after their graduation for work. The first questions for the employee were about their move to Finland and their search for workplace in Finland. To which they answered that they came to Finland to study and they found workplace during their studies. Employee search for a workplace about half a year but was referred by a friend to a sales position to which they then applied and later got hired for. The former student also said that the best time to apply for workplace is during the first months of the year, January and February, when companies are normally looking for summer employees. This would then be a great opportunity for anyone to have at least some experience of the Finnish working culture.

The employee answered the questions about their recruitment process and their experiences with working with the Finns that, after they had applied online to the position they soon got a call from the local HR manager who invited them to the interview. In this interview there were also present other possible co-workers, this was done to help them all get to know each other and to feel the possible team dynamic shall this person be hired for the position. After the first interview, they got an invitation for another interview but this time with the soon to be a supervisor and at the same time they also signed the employment contract. The employees experiences for working with the Finns are mostly positive. They describe Finns as helpful, fun to work with and that the work itself is clear and not very fast paste. The employee added that the experience gained from school projects is that Finns are not very pro-active but that they take responsibility and are very reliable.

The last question that the employee answered was about their orientation and if there is something that they would like to change in it. The employee described their workplace orientation process as wide and fulfilling, where the local HR gave them general information about the company, other employees, premises and local practises. They were also given safety instructions by qualified personnel and their own tasks were explained by other team members. In their opinion this was a great way of familiarizing themselves to the company and its working culture. They also added that each company does this orientation process in their own way, but in general the clearer the instructions and practices are the easier it is to get involved and to bond with the team. The employee did not see any major changes that they would like to make on their orientation process.

3.3 Interview with a Finnish employee

3.3.1 Finnish employee at case company X

The aim of the interview with a Finnish employee, who is also a co-worker for the foreigner, was to find out their experiences of working with a foreigner and to find out if they participate in the orientation process.

The first question for the co-worker was about their experiences of working with the foreigner, where they answered that the foreigner brings joy and positive energy to the whole workplace. This positivity has affected also other employees and even improved the motivation and work performance. They also acknowledge the language barrier between the employees. The co-worker stated that there have been few cases where either the foreigner has not understood the Finnish employees or another way around. The co-worker has also observed that most of the time foreign employee does not behave differently from those of Finnish employees, but time to time the foreigner might have a "who cares" attitude which can have a negative impact on the work performance, the foreigner also tend to have more relaxed attitude towards the work and is less stressed about it than other employees in the company. They continue that this is rare and mostly the attitude is positive and it is most likely due to the personality of the employee.

The interview was concluded with the last questions about the co-worker's participation in the orientation process. The co-workers does participate to the orientation by providing support and guidance to new employee and allowing them to follow their working methods. The co-worker provided some useful tips to improve the orientation process, for example by providing more detailed information on how the work is done already in the hiring process. They also would like to help the foreigners by providing the information and guidance in English rather than Finnish, which is used at the moment. Moreover, the foreigners should be warned that some customers might have negative prejudices towards foreigners and therefore might act rudely towards them. Overall the Finnish employees have been very satisfied with the foreigners in the company as they bring new culture, methods, and attitudes to the workplace.

4 ANALYSIS

The analysis of the research is based on both the interviews and the theory presented at the beginning of this report. The analysis is done using the SWOT Analysis -tool which is abbreviation from the following words strengths, weaknesses, opportunities and threats. Business News Daily has defined the SWOT's primary objective as: "to help organizations develop a

full awareness of all factors involved in a business decision". (Business News Daily, 2019). The information collected from interviews and theory is represented in the correct corners of the SWOT analysis tool.

Strengths <ul style="list-style-type: none"> - Foreign languages - Increased motivation - Successful mindset - Different background - Better customer service - Understanding of other cultures - Diversity 	Weaknesses <ul style="list-style-type: none"> - Lack of Finnish language - Financial contribution - Integration to Finnish working life - Legal duties for employer - Orientation in Finnish - IT- tools does not work for distance recruitment
Opportunities <ul style="list-style-type: none"> - Expansion to new market areas - Internationalization - New business opportunities and ideas - Learning opportunities - Skilled workforce - Interns and summer trainees 	Threats <ul style="list-style-type: none"> - Customers' prejudices - Other employees attitudes towards foreign employees - Being left out of the group - Competition for skilled workforce - Individuals' needs could be ignored during the orientation process - Finland can be seen as less attractive labor market

4.1 Strengths

From the interviews with the employer, foreign employee and co-worker, there rise a few strengths for this analysis. Firstly, the foreign languages they speak and understand allowing them to provide more personalized services to customers, but also they allow for the company to reach totally new market areas. For example, in the interview, the foreign employee speaks Spanish and they have helped to translate the company's website to a new language, allowing for the company to now operate in new markets globally.

Other strengths that the interviews brought up were increased motivation amongst the foreigners and their higher success rate in work performance, this is due to their mindset to show, and break prejudices, that foreigners would not be active in work. This mindset might also have a domino effect

for the Finnish employees as they are then seen less productive, even if their productivity has not changed, and could make them work harder.

Diversity is one of the biggest benefits the employer could get from foreigners as different people from different backgrounds and education most often provides different views, solutions, and problem-solving skills. Most often the work is done in some sort of a team, there can be small team of two to five people or even larger team, where individuals do their own tasks for the greater good of the teams goals. And in these teams, the dynamic of the team members is vital for it to run smoothly. A good team is one where there are no two person alike in order for the team to have wider look at the bigger picture, to have more ideas and innovations and thus bring the diversity to the work. And this diversity in teams allows for everyone to succeed in their own tasks and in the team's tasks.

Understanding and valuing others, their backgrounds, beliefs, and culture are very appreciated in the workplace amongst all employees. As this will increase the atmosphere within the workplace and it shows that everyone is looking after each other and no one is left behind. The manager of the case company Y noted that understanding others is a must in some instances just to finish the given tasks and to be able to work with others. This is what foreigners bring to the workplace, new discussions and eye opening moments to Finns.

Even though the recruitment of a foreigner is a huge decision for small companies, there is a way to "test" these candidates. And that way is through internship or by hiring someone as a summer trainee. This is the way that the foreign employee got recruited to the company and after their internship they got a permanent position at the company. The internship would give the company a perfect way to measure the productivity of the intern and give them a clear picture of how a foreigner could improve their business.

4.2 Weaknesses

For many small companies, the recruitment of new employees or more importantly the very first employee is a huge step that has to be performed as best as possible and therefore the recruitment of a foreigner can be even less likely as they might not want to take any unnecessary risks. Recruiting a new employee is a major financial decision that takes huge amount of company's resources and is often a long-term investment, for the small and medium-sized companies this financial investment can be too large to make and therefore they are unavailable to grow, this is something that the employer from the case company X mentioned during the interview. On one instance the employer of case company Y stated that they do not have the IT- tools to support the distance recruitment, meaning it is very difficult for them to recruit people outside of Finland.

Moreover, the most repeated issue that came up during the interviews was the knowledge of the Finnish language. The employers saw this as one of the biggest barriers when recruiting foreigners, but they stated at the same time that even if the employee does not speak Finnish the more important thing is that they are willing to learn and improve their knowledge, thus allowing them to be more active and to increase their working performance.

In some instances, the working instructions, software, and meetings are all held in Finnish rather than in English. This came up on all parties answers that the lack of proper Finnish or English has created some sort of a barrier between employees where neither parties understand each other. The manager of the case company X also stated that this language barrier can have a negative impact on the employee when they are learning new tasks and duties, moreover, they might feel unappreciated when information is not given in English. The language barrier can and most of the time is a huge barrier when foreign is applying for the first workplace and they do not have any previous experience or knowledge of the Finnish language, as was the case with an employee from case company Y.

Integration into the Finnish working life could also be seen as a weakness in this case, as the process is often time-consuming and the foreigners have to learn a lot. The time that this integration takes varies hugely between foreigners and their previous experiences of working or living in Finland or in Nordics countries. Some individuals could take months to learn the local rules, regulations and cultural habits and all this could affect negatively their working performance. It has to be remembered that the integration is foreigners task to perform and no outsider can force them to do anything, not even the employer. But they can assist them in teaching and showing the local habits to make the foreigner feel more welcomed to a new environment.

4.3 Opportunities

The single greatest opportunity for a company to recruit foreigners would be to have access to new market areas and to have new business opportunities through employees' knowledge of the culture, language and local habits of their local countries and regions. During the interviews with case company X, it was clear that they had used this opportunity to expand their business into new markets and offered services to new customers in more languages than before. They also stated that they are keen to expand into other market areas as well, shall they have more resources for hiring a person with knowledge of the target market area.

Some other opportunities that came up during the interviews were that there is a great learning opportunity for the employer and other Finnish

speaking employees to learn about other cultures, their working methods and together they could improve their overall teamwork. As stated before, diversity is a key to success in a multicultural team which is often needed in a company that is expanding into new market areas. Not only foreigners increase the learning of the culture but they might also bring new business ideas that would help the company to grow.

Internationalization is one of the opportunities that the company can have from foreign employees, especially if they do not have any previous foreign employees. They can bring the knowledge of other languages and cultures which would help the business to grow and reach new market. This growth could be done very easily via the internet, where building and updating personal web pages are rather easy and it could be in many different languages. This modernization of the business could also increase the attractiveness of the company, thus increasing sales and growing the business.

As the manager from case company Y stated, they have difficulties locating Finnish speaking employees for them, so they have to widen their search for foreigner employees also. The most often the skilled workforce is wildly wanted and acquiring them is very difficult and often expensive. This is also one of the reason why many companies is currently looking for a skilled foreign workforce to be employed for them. Other methods that companies often use to recruit foreigners is through internships or recruiting them for summer trainees. This is an excellent opportunity for the employer to take rather a small risk of hiring but also get motivated employees. And for the employee, this would benefit them greatly by having some knowledge of the Finnish working life and usually if the internship is successful, an opportunity to continue full-time employees. This can be seen as a win-win situation for both parties.

4.4 Threats

During the interviews, there were not many things that would have risen as major threats to any company, but a couple of smaller ones did. For example, the prejudices of the customers towards foreign employees, as was mentioned during the interviews of the case company X, they have customers who are older and does not speak English at all and if the customer service is not in fluent Finnish, they might get upset and stop working with this company. But even this can be overcome by assigning another Finnish speaking employee.

As mentioned before, the foreigners that many companies are looking for are usually highly skilled and attractive for the employers, therefore also the competition of them is big. So there is no guarantee that when looking for foreign employees that there is always one ready.

Individuals are unique from each other and therefore the orientation and integration processes cannot be made using only one template, but rather these processes should follow certain, predefined, guides that have the opportunity to be modified to the individual's needs. It would be a huge threat to the company if any employee is miss guided for their work. As for the integration into the Finnish or Nordic working life, it is not certain that everyone will ever fully integrate, if any at all. And this could be bad news for everyone if the employee does not follow the same rules as everyone else or does not work with others, this would then affect also other employees' tasks as well. Moreover, the personalities of the foreign employees can sometimes be seen as threats as well, if their attitude towards work would be this "who cares" or careless attitude, but the same can be said of Finnish employees as well.

5 RECOMMENDATIONS

The recommendations listed below are based on the research and theory presented in this thesis work. These are authors personal opinion that the companies and foreigners could use to improve their relationship and to have most of the benefits that the foreigners bring with them. Recommendations have been divided into two main categories, recruitment processes, and orientation processes. These are then divided into lower segments by the view that the recommendation is aimed at, the employer, foreign employee and or for the Finnish co-workers. At the very end there will be short recommendations for the Go Strong- project, as this research is part of that project.

First and foremost, companies should continue recruiting foreigners into their workplace. This is based on the findings from the interviews as all employers had positive image and experiences of working with foreigners beforehand. It was stated many times that the foreigners bring positivity, diversity, different ideas and increased motivation for the whole workplace. These benefits should not be ignored by anyone.

According to the theory and interviews, many of the foreign graduates want to stay in Finland and either continue or start their professional careers here. This is good news for companies as this would indicate that skilled workforce, which has some experience of living in Finland, is already in the country. Therefore the companies greatest challenge is on catching them before anyone else does. To aid this process it would be recommendable for them to join or participate to different recruitment events and using different recruitment platforms, such as schools' resources and their channels. From these channels, many foreign students in Finland will find their first contacts in their careers. As it was with the foreign employees in this research, they received their employment through internship or through school's information channels. Therefore it

would be recommendable for any company that is looking for new employees to contact universities to help them share the recruitment information.

As for the Finnish co-workers, it would be recommended to involve them in the recruitment process, especially if the position is full-time and not an internship or summer trainee. This is due to the fact that it is the team members that spend most of the time with each other and they are the ones who know the team dynamic and who would be the best fit for that team. They could also tell more detailed about their work and tasks that the manager might not be able to explain.

The foreigners who are looking for employment in Finland it would be recommended to be active in different recruitment events and channels. Being active is important as this will leave, in most cases, a positive image of the candidate and those people are also more likely to be employed.

For the orientation processes, it would be recommended for employers to offer a wider range of language courses for both foreigners and for Finnish employees if their English is not good. During the research it came very clear that the language issue and communication is the biggest problems they have. Offering Finnish language courses to foreigners would be of great help to all, as foreigners would learn the terminology of their employment field. And vice versa for the Finnish employees who do not speak English at an understandable level, offering language courses in English would benefit them as well and improve the team dynamics.

In some case companies, there was an issue related to the instructions and language. The manager and foreign employee in case company X both said that some of the instructions were only available in Finnish and therefore some basic knowledge might have been lost during the orientation process. Both parties also mentioned that this would be their number one priority if they wanted to change something in the process. As well as the instructions, also meetings and system software's language would be recommended to change from Finnish into English.

In the theory part a mentoring program was introduced, where one of the Finnish employees would be a mentor for the new employee and would guide them during the first few weeks or months. At the moment, none of the companies is using this method but this is relatively easy to implement when a new employee is hired. As it is not suitable for every company and team, the author would still recommend that this method is at least once tried, as it could bond the new employee better to the team when they have someone to turn to. This method could also help the foreigners to integrate into Finnish working life much faster which would then be beneficial for everyone in the workplace, no one is left alone and the greatest benefits are gained from the foreigner.

Both managers said that their orientation process is the same for every new employee, no matter the background or nationality. And this is a good thing to place everyone at the same level when they enter the company. But managers also noted that the orientation could be modified to individuals' needs and based on their previous experiences. Therefore, a framework for the orientation process is recommended for companies, that allow them to easily modify it based on the employee's previous experiences with systems, practices and more. For example, a graduate student who does not have any, or little, previous experiences of sales is much harder and time-consuming to teach that of those who have sales experience for many years.

As this thesis work is part of a Go Strong -project, where the aim is to help companies to employ foreign graduates for them, it is the only natural that the author would recommend the project itself. Some ideas and thoughts that came up during this thesis are mostly related to how can companies and foreign students find each other much easier. And the first recommendation is to do workshops in teams, where group of students is divided into smaller teams and then a representative of some company would join that team also. Then their task would be to solve some sort of problems or do teamwork that could be related to real work. This would help the students to get a small view for the companies work and for the company representatives would get a view of foreign student, their way of working in a team and under pressure. Also, they might see some individuals that might fit well into their workplace.

Go Strong -project could also organize more recruitment events in schools, where companies could interview students for summer trainees, internship or thesis writer positions. These events could take place in early January or February when most of the companies are starting to look for summer trainees and thesis writers are looking for companies to write their thesis for.

6 CONCLUSION

In conclusion, this research was aim at Finnish companies and employers to find out their experiences of working with foreigners. The challenge was to discover the benefits that these foreigners bring to the company when hired. The research question, "How can Finnish businesses benefit of having international graduates and what do they need to take into account when hiring them?", was formed to further help to discover these challenges and to find some useful tips to tackle them.

The theory in this thesis included multiple sources and theoretical background information of the subjects of recruitment, information about small- and medium-size companies from the business indicator and few

legislative explanations. Also topics such as integration into Finnish working life and orientation are included and explained in theory segment. Furthermore, face-to-face interviews and email interview were conducted with managers, foreign employees and Finnish co-workers from small- and medium-sized companies in Central-Finland, to ask their opinions and experiences on this matter. And finally few recommendations were given based on the theory and research.

The business indicator from spring 2019 suggested that internationalization of small- and medium-sized companies would be a great opportunity to grow their business, as internationalization has never been easier than it is at the moment thanks to technology. It came clear from the indicator that many companies this size would like to grow their business but they are unable to due to the fact that they cannot find qualified personnel with the knowledge of international markets. This theory greatly supports the idea behind this thesis, to help these rather small businesses with little resources to find qualified and motivated employees. (Yrittäjät, 2019)

Sorainen explains the Finnish labor market as less attractive than others partly due to the fact that Finland is located in cold Nordics countries where everyone pays high taxes and speak the difficult language. (Sorainen, 2014, p.31). He continues to state that the reason why some organizations may avoid hiring foreigners is that they might scare some of their customers away and might cause safety risks at the workplace from poor language knowledge.

A survey from Tekniikka akateemiset was used as one theory on how Finnish companies could improve their recruitment processes when hiring foreigners and what can they bring into the company. It stated that companies should be bold and move without any prejudices on foreigners Finnish language knowledge as this is improvable over time when foreigners are working with Finns. Also, it was said that employers should use every opportunity of the foreign language and cultural knowledge both on a personal level and in business opportunities. (tekniikka & talous, 2015)

As the word foreigner, in this context, means a person who is not a Finnish citizen, the theory explained differences between Nordic Countries, European Union and third countries' citizens and their rights in Finland. Theory, related to what are the employer's duties, also uses these terminologies. Only third country citizens need residence permits in order to work in Finland and it is employers' duty to make sure that every legal document is filled and in the condition is able to work here. Employer also has to ensure that the other legal duties are met, such as health and safety regulations. (Työsuojelu, 2018)

According to Saari, the biggest barrier for foreigners to integrate into Finnish working life is the lack of cultural habits and communication skills, especially in Finnish. The integration is not only for the foreigners but also for the Finnish employees, as they also need to adopt to new environment when foreigners are hired. Saari introduces one method for better integration where one of the Finnish co-worker is acting as a mentor for the foreigner and providing them with support and guidance in job orientation and cultural habits. Other method that Saari shared is using introduction days where more people from the workplace participates into integration and orientation processes. This method would also ease the communication difficulties between foreigners and Finnish employees. (Saari, 2010, p. 83)

Face-to-face interviews and email interviews were used as the main research methods in this thesis work. Face-to-face interviews were made on company's location and three people were interviewed, the manager, foreign employee and one of their Finnish co-worker. Also, the email interviews were conducted using the same questions as in the face-to-face interviews but these were sent via email to different people from different companies. A total of three face-to-face interviews and three email interviews were conducted which formed the basis for this research and they were then analyzed using the SWOT analysis tool.

The questions varied from recruitment processes to orientation and the most obvious problem that arises was the Finnish language knowledge and communication difficulties between each other. On the other hand, the diversity that the foreigners bring with them is mentioned as a strength. This is due to the fact that the different cultural learning methods can bring new ideas and innovations to the team, allowing the team to perform more effectively. Foreigners also bring many new opportunities with them, the biggest of the must be the entry possibility to new market areas. This is also one of the reason many foreigners is recruited into small- and medium size companies. But nothing comes without any risks or threats, and in this instance, the fear that some customers might not like that they are served by someone who's Finnish is not their native language. This threat could lose some customers, but as it was clear during the interview the company has prepared this scenario already by letting a Finn take care of the customer.

The research brought some improvements to the author's mind and with the help of the theory some recommendations were made. The first one being, that every introduction should be translated from Finnish into English. This should be straight forward task that would benefit in the long run as well shall the company hire more foreigners. Other recommendations that were made include the participation of different recruitment events to catch the best applicants. And companies could be in touch with different universities to recruit summer trainees and internships straight from school. The final and most important

recommendation is to recruit more foreigners, as many companies already have a very positive image and experience of them.

To conclude this research, the question asked at the beginning of this report is, " How can Finnish businesses benefit from having international graduates and what do they need to take into account when hiring them?" A short answer to this question is that foreigners bring expertise, different cultural knowledge, diversity and positivity to the workplace. And for the employers to take into account, they need only to be active and willing to go the extra mile for the best possible candidate. Despite the few legal obligations regarding the residence permit or other documents, the manager should also prepare the necessary instructions in English. But overall, forgetting the prejudices and having positive attitude is all the employer needs.

As this research is part of the Go Strong -project, which is the aim for international students and companies that are looking for employment in Finland either during their studies or after their graduation, it is natural to conclude this report with this topic. The author recommends the project to organize more recruitment events at the beginning of the year when most of the companies are looking for summer employees. During these events a workshop could be arranged to bring students and company representatives closer to each other and to learn from each other. Finally, the author would like to thank everyone who participated in this research and the Go Strong -project for making this happen.

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QUESTIONS FOR MANAGER

1. Is there a need for more foreign workforce in the near future?
2. Do you have any previous experiences of hiring and working with foreigners?
What kinds of experiences?
3. What benefits does the foreigners bring for the employer?
4. How do foreigners differ from Finns from manager's point of view?
5. Are there any requirements for foreigners? Example: Finnish language.
6. Are there any challenges when hiring foreigners?
7. Is there something extra you need/want to do before hiring foreigners?
8. How do you orient foreigners into Finnish workplace? Does it differ from those of Finns?
9. Is there something that, in your opinion, should be done differently during the orientation or recruitment processes of foreigners?
10. Anything else that comes to your mind in this topic?

QUESTIONS FOR FOREIGN EMPLOYEE

1. Why did you end up working in Finland?
2. Was it difficult to find workplace in Finland and how did you find it?
3. Please describe your recruitment process. Was it difficult process?
4. What are your experiences of working with the Finns?
5. Please describe your orientation process for your position / Finnish culture.
6. Is there something that, in your opinion, should be done differently during the orientation or recruitment processes of foreigners?
7. Anything else that comes to your mind in this topic?

QUESTIONS FOR FINNISH CO-WORKER

1. What are your experiences of working with a foreigner?
2. Are Finns behaving differently with the foreigner than with other Finns?
3. Have you seen any different working methods or behaviour from foreigners?
4. How do you participate to orientation process?
5. Is there something that, in your opinion, should be done differently during the orientation or recruitment processes of foreigners?