

Maija Vastiala

IMPROVEMENT OF FOREIGN WORKFORCE'S COMMITMENT
TO A NEW HOME TOWN

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IMPROVEMENT OF FOREIGN WORKFORCE'S COMMITMENT TO A NEW HOME TOWN

Vastiala, Maija
Satakunta University of Applied Sciences
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Supervisor: Tanhua, Daniela
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The purpose of this study was to obtain recommendations for how to improve the commitment process of the foreign workforce in Rauma. The objectives of the study were to find out what do foreigners need to become committed to their new home town and how different service providers can improve their commitment process. This study was commissioned by Rauma Chamber of Commerce and the study was carried out in years 2012 and 2013.

In the theoretical part of the study the issues which were taken into consideration were foreign workforce, marketing of services and recruitment of foreign workforce. Also different service providers were presented in the theoretical part. The sources used in the theoretical part were mainly internet sources and literature on the subject.

The empirical part of the study consists of research findings and recommendations based on the research findings. The research data was gathered from the interviews conducted with seven foreign workers, six different service provider representatives and one company representative. The interviews revealed that there are many improvement ideas for the different parties. The lack of proper information and poor co-operation between the different organizations can influence the commitment level among foreigners. The study also revealed that the knowledge of Finnish labor legislation among the foreign companies operating in the area is poor.

ULKOMAALAISEN TYÖVOIMAN KOTOUTTAMISEN EDISTÄMINEN UUDESSA KOTIKAUPUNGISSA

Vastiala, Maija
Satakunnan ammattikorkeakoulu
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Tämän opinnäytetyön tarkoituksena oli selvittää miten ulkomaalaisten työntekijöiden sitoutumista uuteen kotikaupunkiin voitaisiin kehittää. Tavoitteena oli selvittää, mitä ulkomaalaiset työntekijät kaipaavat uudessa kotikaupungissaan ja miten erilaiset palvelun tarjoajat voivat auttaa ulkomaalaisia työntekijöitä kotoutumisessa. Tutkimuksen hankkeisti Rauman Kauppakamari ja se toteutettiin vuosien 2012 ja 2013 aikana.

Opinnäytetyön teoreettisessa osassa käsiteltiin ulkomaalaista työvoimaa, ulkomaankomennusta, palvelujen markkinointia, rekrytointia ja alueen erilaisia palvelun tarjoajia. Lähteinä teoreettisessa osassa käytettiin suurimmaksi osaksi internettiä ja aiheen kirjallisuutta.

Empiriaosuus koostui tutkimustuloksista ja niiden pohjalta tehdyistä kehitysehdotuksista. Empiriaosuus pohjautui ulkomaalaisten työntekijöiden, palvelun tarjoajien ja yritysten edustajien haastatteluihin. Haastattelujen pohjalta kävi ilmi, että kehitysehdotuksia alueen eri tahoille löytyi paljon. Muun muassa informoinnin vähäisyyden ja eri tahojen heikon yhteistyön voidaan katsoa vaikuttavan negatiivisesti ulkomaalaisten viihtymiseen ja kotoutumiseen Rauman kaupungissa. Tutkimustuloksissa todettiin myös, että alueella toimivien ulkomaalaisten yritysten Suomen työläinsäädännön tuntemus on heikko.

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1 INTRODUCTION

Finland has a high number of foreigners living and working in the country today. In 2011, 183 133 foreigners lived in Finland, which was 3.4 % of the country's entire population. Due to this fact, the state and municipalities have to offer services, which provide help and guidance for foreigners. With these good services foreigners may feel more welcome and committed to Finland, and as a result from this, they are more willing to stay in the country permanently. This thesis is commissioned by Rauma Chamber of Commerce, which wants to find out how to improve the commitment of foreign workers to Rauma.

The purpose of this thesis is to find out what foreigners need to become committed to the city of Rauma and how different service providers, such as the Immigration office, the Police, Employment and Economic Development Centre and Kela, can improve foreign workforce's commitment to their new home town. This thesis also focuses on companies by researching on what they expect from foreign workers and how they could improve the operations, which help their foreign workers to commit in Rauma region.

The theory part of the thesis has been split up into four main sections. The first section contains information about the foreign workforce in Finland and the main concept of expatriate theory. The second section is about marketing of services, and the third section focuses on the companies by describing the recruiting of employees from foreign countries. The fourth section is focusing on service providers, which have an important role in the committing process of foreigners. The methodology to analyze the empirical data is explained in chapter 6 and the analysis and the results are explained in chapter 7.

2 FOREIGN WORKFORCE

2.1 Foreign workforce in Finland

2.1.1 History

Work-related immigration has always existed and nowadays people are also working and living abroad. Finland has always been more of a migration than an immigration country, even though Finland has always had foreigners working in the country especially after it gained the autonomy. After the World War II, Finland had lesser foreigners working in the country as the development of other European countries attracted the Finnish and foreign workforce. And in fact, Finland did not need as much foreign workforce after the war because women started to work more in those years. In the 1990's Finland started to have more foreign workforce; one of the reasons was the disintegration of the Soviet Union. (Sorainen 2007, 13-14.)

The number of foreigners working in Finland is imprecise and there are no exact details about them. There are only imprecise numbers on foreigners living in Finland, but some estimates have been made. They show that in 1980 Finland had 12 835 foreigners living in the country, and ten years later in 1990 the number of foreigners had doubled to 26 255. In 2000 the number was 91 074, and eleven years later, in year 2011, Finland had 183 133 foreigners living in the country. Most of them were from our neighboring countries Russia, Estonia and Sweden. (Website of Ministry of Employment and the Economy 2012.)

In 2004 it was estimated that 70 000 foreigners belonged to the Finnish workforce, which was 2.6 % of the country's total workforce. According to the Ministry of Employment and the Economy Finland had approximately 39 000 foreign workers in 2007. (Website of Migration Institute 2012; Website of Statistics Finland 2012.)

2.1.2 Today

The labor market situation in Finland is not very international. Finland has approximately 142 000 workplaces and only 3000-4000 of them uses foreign workforce. The so-called baby-boom generation will be retiring soon, which leads Finland into a downturn in the supply of labor. As a result, Finland needs employees and entrepreneurs to fill up the jobs. If the country has not enough labor force by its own it has to consider recruiting foreign workforce. Most of the vacancies in Finland today are in the retail, industrial work and service professions. It has been estimated that Finland is going to have a lot of vacancies among healthcare and social work and also in services which are providing support in business life in the future. These jobs are going to be filled with foreign workforce if there will not be enough employees from the Finnish labor market. (Ministry of Employment and the Economy 2012a; 13; Sorainen 2007, 39.)

People moving to Finland are generally from other EU member countries because it is so easy to move inside the EU area (Pyykkönen 2012). EU has a fundamental principle about workforce's free movement which means that EU citizens are entitled to look for a job in another EU country, work in another EU country without a work permit, and reside in another EU country for purpose of work and also to stay in another EU country after the employment has finished. Free movement of workers also entitles citizens of EU to enjoy equal treatment with nationals in access to employment, conditions of working and also other social and tax related advantages. Free movement of workers benefits also family members of the EU national jobseekers' and those who work in another EU country. Family members have the right to live and work abroad regardless of their nationality. (Pyykkönen 2012, Website of European Commission 2012.)

2.1.3 Foreigners in Rauma region

The most common reason why foreigners move to the Rauma region is employment. In 2010, the population of Rauma was 39 732, which included 628 foreigners living permanently in Rauma and 1544 foreigners living temporarily in the region. In June

2011 Rauma had 667 foreigners living permanently in the region and 2062 foreigners living temporarily in the city. These high numbers of foreigners living in Rauma region are a result from Olkiluoto 3 project in Eurajoki, which has been into action since 2005. As soon as the Olkiluoto 3 project will be completed, the number of foreigners living in the Rauma region is assumed to decline until the project of Olkiluoto 4 will start up. (Appendix 1; Pyykkönen 2012; Rauman kaupungin kotouttamisohjelma 2011, 9.)

2.2 Expatriation

Global assignments are considered as tools, which can help companies to develop operations and employees while expanding and improving business. While sending a person abroad, one gathers information and knowledge, which can be used in a home company to develop business. Global assignments are often handled with expatriates who are coordinating between headquarters and subsidiaries. An expatriate or an “expat” is a definition for a person who is living and working abroad on a temporary or a permanent basis. An expatriate is sent to work abroad and the expatriation begins when the expatriate starts working in a host company and ends when one comes back to the home company. (Black, Gregersen, Mendenhall & Stroh 1999, 29; Brayer Hess & Linderman 2002, xv; Sinkkonen 2009, 9-13.)

2.2.1 Expatriation process

Expatriation is a common feature in today’s business. As a result of globalization companies are expanding their businesses and that is why also workforce is often sent abroad. The expatriation process includes various stages, which are requirement for expatriation, selection, practicalities in a home country, training, and practicalities in a host country, support and repatriation. (Sinkkonen 2009, 13-15.)

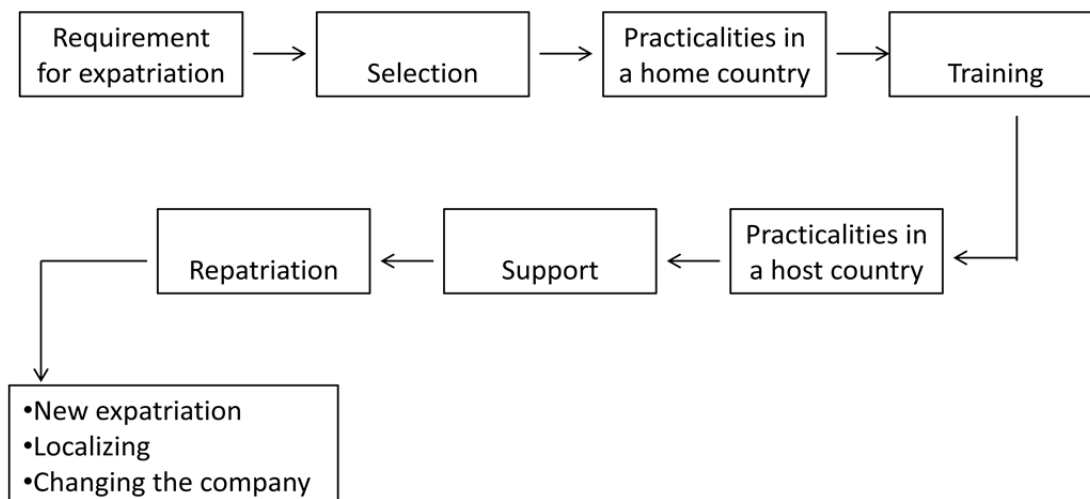


Figure 1. The Expatriation process. (Sinkkonen 2009, 13-15.)

The expatriation process begins when a company notices that it has a position abroad, which needs to be filled. After this acknowledgement, the company starts to look for a competent employee who fits into the position. The personnel estimation happens either inside the company or by outsourcing this estimation to a service provider. While selecting the expatriate, it is important to acknowledge the expat's professional and managerial skills, communication skills, individual characteristics and family-related issues e.g. spouse's career opportunities and children's education needs and facilities. Expatriation is an expensive process and thus it is important to select an expatriate carefully. International assignment is probably the most expensive per-person investment for a company. (Black et al. 1999, 2; Sinkkonen 2009, 14–16; Saviaro & Helaniemi 2006, 18-20.)

When the right person has been selected to a position, it is time to take care of all the practicalities in the home country before moving abroad. Common practicalities are signing a contract, moving arrangements, social security and retirement related issues, taxation and permits such as work permit and residence permit. Signing a contract on expatriation is a good method for parties (home company, expatriate and the host company) to take care that all the details are clear. The contract often includes paragraphs about length of expatriation period, salary, moving, living, family related issues such as school etc. and benefits like apartment, car and vacations. Moving to the host country is often taken care by the home company, and the expatriate handles permits, visas and retirement related issues. Taxation, insurances and social security

related issues are important to handle with care and ensure that those are not open to any interpretations. (Sinkkonen 2009, 15, 123-132.)

Training is an important part of expatriation because it minimizes the risk of failure. Proper training is also beneficiary because it is expensive for a company to send a person abroad. Training does not end when the expatriate moves to the target country and starts working there. The process continues through the whole expatriation time because in a host country expatriate faces new things everyday and he/she has to go native with them. Training before moving takes time because it can include visits to the host country and self-studying the language, country and its culture. Preparing the expatriate for work related issues such as orientation to organizational skills and practicalities in a host company are vital parts in the training process and the home company is in charge for taking care of these. While training new expatriates, companies use often mentors, which are usually employees who have been expatriates earlier, because they can share their experiences and thoughts with new expats. (Sinkkonen 2009, 16, 92; Saviaro & Helaniemi 2006, 36-37.)

After arriving to a host country, the expatriate has to take care of some basic arrangements. It is important to report for entry into the local authority register, giving contact information for embassy, getting a local driving license, making clearance of taxation to the home country and of course being in touch with the home company. Some of these practicalities can be taken care of before arriving as well. (Sinkkonen 2009, 16, 157-158.)

Moving abroad can be difficult because of cultural and working related differences. Living and working in a new environment is hard, and that is why it is important to feel supported by friends, families, home- and host-company. Often expatriation continues to repatriation when the expatriate moves back to the home country after the expatriation period. That is why it is important to be in touch with people in the home country. In the host company, colleagues and HR personnel are often in an important role while adjusting to a new environment, but still support from the home company plays a vital role. It is important for the employer to be in touch with the expatriate and help him/her to adapt to the new environment. Family support is important as well. When the expatriate knows and feels that his/her family supports expatriation, it is easier to focus on working. (Sinkkonen 2009, 16-17.)

Expatriation happens often on a temporary basis. This means that the expatriate lives and works abroad for a certain period and then he/she repatriates. The time for repatriation is often adaptable and therefore the period can be shorter or longer than first planned – depending on the case. Repatriation can include culture shocks and the expatriate might not even move back to his/her own culture, because living abroad may change one's identity. That is why repatriation also needs preparation and it takes time to assimilate the moving. After repatriation, the expatriate either continues working in the home company or changes the company. It is also possible to be an expatriate again and start working in a new country or even localize, which means that the expatriate stays in a host company and does not repatriate back to the home country. (Sinkkonen 2009, 17; Saviaro & Helaniemi 2006, 136.)

2.2.2 Expatriate adjustment stages

The expatriation includes four stages, which are honeymoon, culture shock, learning and adjustment. During the expatriation time, the expatriate often goes through all these stages. The first stage is the honeymoon period, which often happens in the beginning of the international assignment. The expatriate has positive feelings and he feels excitement about the new country and its culture. The honeymoon does not often last for a long time. Most commonly the expatriate feels this “magical euphoria” for the first 1-2 months during the stay in the new culture, and after that comes the second stage of the expatriation, which is the culture shock stage. In this stage expatriate often feels that his/her situation is uncomfortable and stressful. Expatriate may find basic things like food, nature, apartments, working habits and language related issues challenging and difficult. Nevertheless, culture shock is a positive and normal sign, because it shows that the expatriate is going to be involved with the new culture and country. After culture shock begins the learning stage when expatriate becomes more familiar with the language, understands the host culture better and begins to build more relationships and networks. At this stage the expatriate also begins to feel more comfortable in the new environment. Before the repatriation, it is common that the expatriate also adjusts to the host culture and country. This adjustment stage happens often 6-12 months after arriving in the host country and culture. The adjustment stage includes enjoy, stability and acceptance of two differences cultures and new

habits. Daily activities have become routines and communication happens freely. (Website of AGS Movers 2012.)

3 MARKETING OF SERVICES

3.1 Nature of services

Services have special features, which separate them from goods. These features are intangibility, heterogeneity, uniqueness and the simultaneity of the production and consumption. This simultaneity means that the service is consumed while it is produced, as with goods they can be produced earlier and consumed at a later time. Intangibility in this case means that the customer has no possibility to touch or try the service before buying it, and thus he/she has to judge the service quality without any corporal evidence. Heterogeneity of the service means that each service is different and unique because it includes different people and customers. The uniqueness of the service means that it is always unique and cannot be stored or kept. All these special features have their influence on marketing of services. Because services are incorporeal, customers must be convinced to buy services with good communication and advertisement. All these special features must be noticed while planning the marketing of services and the service quality, although it is very challenging. (Lämsä & Uusitalo 2002, 17-19.)

Marketing of services is about understanding the aspects of customers, workers and business procedures while developing business and service quality. Marketing of services is the joint effect of several factors. To success in service, by providing different factors of the company, operations must work without friction. (Lämsä & Uusitalo 2002, 27.)

3.2 Service quality

In 2011 services had the biggest share in Finland's GDP composition by sector. Services formed 67.8 % of Finland's GDP while agriculture formed 3% and industry 29.2 %. This shows that Finland produces a lot of different kind of services, which form more than half of country's GDP. That is why it is important for Finland to ensure that each service provider has a good service quality level. (Website of Central Intelligence Agency 2012; Website of Statistics Finland 2011.)

While a customer searches for service, he/she expects to get a solution for a problem that makes one's life complicated. Service providers do not actually sell their services - they enable customers to benefit from their services. By providing solutions for customers' problems, service providers give their customers a chance to manage through everyday life and activities without any problems. While customer feels that his/her expectations meet the received service, there exists quality service. (Grönroos 2007, 4.)

The service sector is all about relationships and communication and thus it is important for a service provider to maintain customer relationships. The customer finds it important that service providers understand the importance of his/her matter and he/she can count on service providers to fulfill his/her needs. While the customer is satisfied with the service quality, he/she gets positive experiences and uses providers' services again while needed and probably recommends them to others. (Grönroos 2007, 8.)

If the customer feels that the service provider does not appreciate him/her as a customer or his/her expectations do not meet certain conditions, one finds another solution to be helped and served. This kind of situation forms a gap between the customer and the service provider, and it is called the perceived service quality gap (gap number 5 in the figure 2). "This gap means that the perceived or experienced service is not consistent with the expected service" (Grönroos 2007, 118). The consequences of this gap can be quality problems, bad word of mouth, negative image and business loss. The service a customer expects to get from the service provider is a function of one's word of mouth communication, past experience and personal needs. The service provider's market communication activities also have an influence on the cus-

tomer expectations. The perceived service on the other hand is an outcome of the service provider's internal decisions and activities such as e.g. management perceptions of customer expectations. (Grönroos 2007, 114-115, 118.)

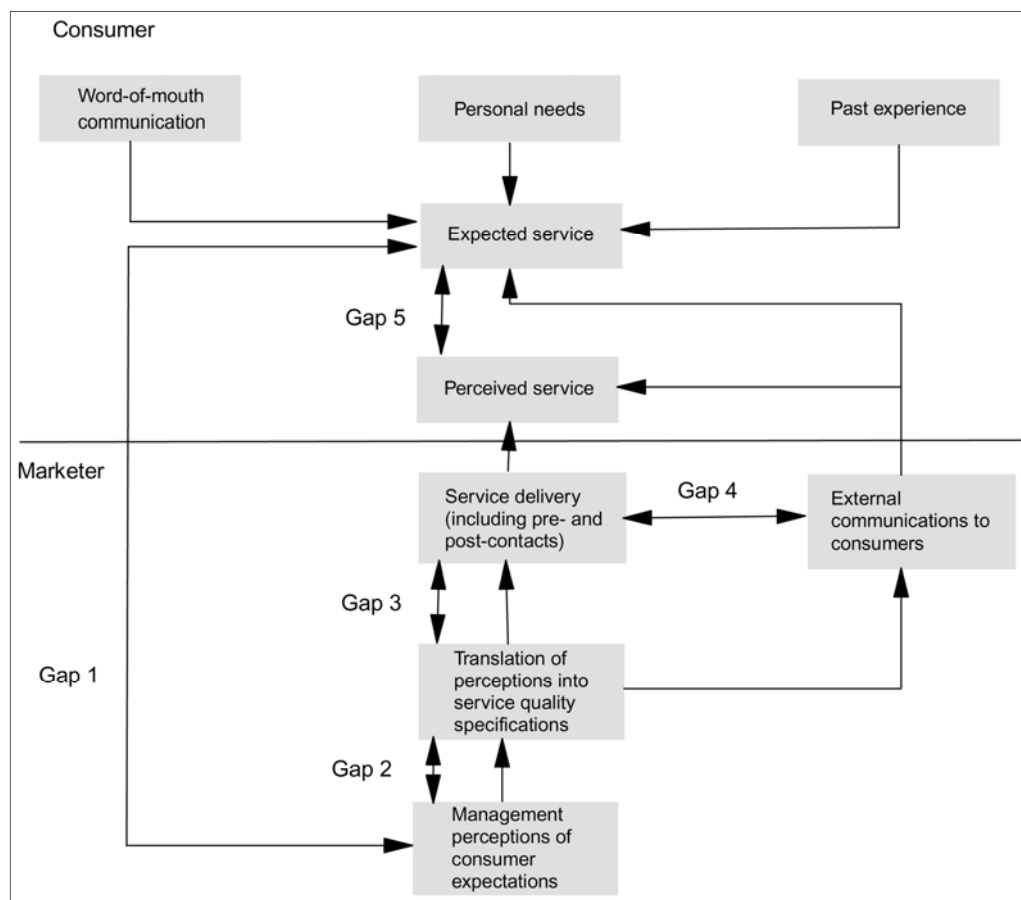


Figure 2. The gap analysis model of service quality. (Grönroos 2007, 114)

The personal needs of a customer have a strong affect on what one expect from the service provider. Needs are “subconscious deeply felt desires that often concern long-term existence and identity issues” (Lovelock & Wright 2001, 78) and customers are expecting those needs to be met with the received service. Afterwards customers compare the service they expected and what they received by using different factors like time, money or effort. If needs and expectations had met, the customer may find the service good and quality. It is challenging for the service provider to provide services, which meet the personal needs of the customer as each customer has one's own needs, and those needs are followed by customer's values. The customer wants the received service to support his/her values, which makes it challenging for a service provider to provide services that meet the needs of the customer by noticing one's values too. (Lovelock and Wright 2001, 78.)

The past experience has naturally a strong influence on customer expectations because the customer often believes that he/she receives same kind of service each time using the services of the same provider. If the service, which customer has received before with the service provider, has been positive, the customer expects to receive the same kind of service again. Same function works with the negative kind of service as well. (Grönroos 2007, 118-119.)

The word of mouth communications are comments from other former or current customers, which have used the same services. The comments are either negative or positive. Word of mouth communications have a strong influence on customer's expectations, and often former and current customers are telling more about their dissatisfied experience than satisfied ones. (Lovelock and Wright 2001, 200.)

The external communication to consumers includes marketing communication, which involves issues related to advertising and marketing. Commercials, campaigns, promotion, websites and direct emails are controlled by the service provider, and those have an influence on what customers expect from the service provider and what kind of quality they are expecting to receive. For example advertising provides information about service provider and its services. Advertisement is often the first contact between the customer and the service provider, and this first contact builds certain expectations for the consumer about the service provider. (Grönroos 2007, 76; Lovelock & Wright 2001, 201.)

Expectations are "internal standards that customers use to judge the quality of a service experience" (Lovelock & Wright 2002, 80). The expected service is a sum total of the personal needs, the past experience, the word of mouth communications and the external communication to consumers. Because each individual customer has one's own expectations, which are influenced by their own internal impressions, there exist quality gap between the perceived service and the expected service - in other words there is a quality gap between the customers and the service providers. If the gap is negative, the management of the company should find out the reasons for the quality problem and try to close the gap by identifying the inconsistencies between the customer and the service provider, and to remove them. The gap may also be positive when there is positively confirmed quality gap. (Grönroos 2007, 118-119; Lovelock and Wright 2001, 81.)

4 RECRUITMENT OF FOREIGN WORKFORCE

4.1 Recruitment

Recruitment is a challenging mission and the recruiter has an important role while selecting a new employee. When failing in the selection, the recruiter may ruin the company's image. Recruitment requires objectiveness, professional skills, consideration, equality, ethics and also sometimes experience. Recruitment is an opportunity for the company when it is successful. When recruiting the right person to the right job the company does not only get one's work contribution - it also gets knowledge, human capital and new ideas. If company makes a wrong selection it can lead to problems, and it is risky. (Vaahtio 2005, 11, 13.)

Even though there is a lot of free workforce abroad, Finland has focused on recruiting employees from domestic labor markets instead of recruiting employees from abroad. Recruitment from abroad has been seen in Finland as an expensive and long-lasting process with bureaucratic practicalities, which often leads to long orientation period and cultural differences. The truth is that if an employee has professional skills and he fits into the job, the nationality of employee should not have any relevance to the matter. Also the costs, which the recruitment process requires will be replaced if the hired person is suitable and fits to the position and to the working environment. Recruitment from abroad has been estimated to grow in the short run. (Sorainen 2007, 39-41.)

4.1.1 Recruitment channels

In case an employer is not able to find a suitable person to a job, the company can hire workforce from abroad. A basic rule is that the first employer must search for workforce inside the EU and EEA area, and if an adequate workforce has not been found, the employer can search it for non-EU countries. Foreign workforce can boost the competitiveness of companies by having bigger networks and being more innovatively developed. Foreign workforce also makes companies more international and thus it is good to have also foreigners working in the company. According to the

Finnish Ministry of interior recruitment of foreign workforce must be ethically sustainable. (Website of the Ministry of Interior 2012; Website of the Employment and Economic Development Office 2012; Website of Yritys-Suomi 2012.)

There are many channels how to search for new workers from abroad to Finland. Those recruitment channels are contacts, tools and procedures, which company uses while it searches for workforce. Most common recruitment channels for the recruitment of foreign employees are direct contacts between employer and employee, informal channels (also called as the grapevine or the bush telegraph), public and private employment agencies in Finland and in foreign countries and also job advertisements in media. (Raatikainen 2003, 19; Sorainen 2007, 41.)

One recruitment channel is the Employment and Economy Development Office where experts are helping employees in the recruiting process. In big offices they have so called EURES –advisors who are specialized to find workers from EU and EEA countries. The Employment and Economy Development Office is also helping in recruiting workforce from non-EU/EEA countries. EURES, also called as the European Employment Services, is an employment service network which is coordinated by the European Commission. The network covers all the national public employment services from the EU and EEA countries, which are providing information about job-seeking related issues. From EURES a job seeker can find information about job vacancies and also general knowledge about each EU/EEA country's living and working conditions. In EURES jobseekers can advertise themselves to employers, which have been registered to the site as well by posting their CVs on the site. CVs can be searched by the employers and likewise employers can find job seeker abroad. Almost every large Employment and Economic Development Office has EURES advisors. In Finland there are about 700 EURES advisors. (Website of Employment and Economic Development Office 2012; Website of EURES 2012; Ministry of Employment and the Economy 2012a, 13-14.)

Employers can use EURES services even if not using it as a recruitment channel. EURES advisors can share information related to e.g. immigration or social security matters and also for the availability of labor. (Website of Employment and Economic Development Office 2012.)

Recruitment can be outsourced by hiring a private employment agency to take care of recruitment from abroad. In Finland and in Europe operate several private employment agencies, which are proved to be trustful and safe to use. While using a private employment agent it is recommendable to make the agent familiar with the company and its policies. (Kalliomäki 2008, 18; Vaahtio 2005, 122-123.)

In big companies the image of the company is crucial and thus head hunting is a good recruitment channel for companies recruiting managers abroad. A head hunter is a consultant who seeks for new managers with knowledge and good professional skills. When using a head hunter, the company needs to define to the consultant what kind of a person they are looking for. When using head hunting as a recruitment channel it is common that the head hunter has been commissioned to the job in secrecy. (Vaahtio 2005, 124.)

Employers can also use their personal and professional contacts in recruitment. It is common to find a suitable worker without any intermediaries from subsidiaries or via current foreign workers of the company. Companies often have employees who have been working abroad or who are from abroad. Using their networks to find new workforce abroad can be helpful in the recruitment process. (Kalliomäki 2008, 18-19; Raatikainen 2003, 19; Website of Employment and Economic Development Office 2012.)

The right kind of job advertisement can boost the success of recruitment and if the job advertisement is good it can also boost the public image of the company. Foreign newspapers and websites are a good and easy place for employer to leave job advertisements. Also the company's own website can be used as a place for job advertisement. This way the jobseekers can find information about the company and the working environment in Finland right after they have found the advertisement. Company also advertises at the same time its operations and services. (Kalliomäki 2008; 18; Website of Yritys-Suomi 2012.)

4.1.2 The risks of recruitment

Recruiting the right person to a job can be a new opportunity for the company or it can be a mistake; new workforce is always a risk for the company's operations and image. Hiring an inadequate person to a job can bring several problems. To avoid these problems it is important that in the recruitment process both the company's and the employee's needs meet each other. Otherwise recruitment can be high-risky. (Website of Artikkele Suomi 2012.)

Hiring an employee from abroad can be a longer and more expensive process than hiring a person from the domestic labor market. Thus the employer must consider carefully if the company is ready for foreign workforce, and what kind of consequences recruitment has financially. (Website of Yritys-Suomi 2012.)

The more the recruitment has been designed, considered and studied together, the more successful recruitment probably is going to be. To avoid risks, the recruiter or the group which makes the decision should know at least the basics of recruitment process. In small and medium-sized companies recruitment is often made by the manager. If only the manager has a power of decision in the recruitment process, it is probable that recruitment is not as successful as it could be when using more employees' and managers' opinions in the decision-making. If one person makes a decision of the recruitment, the view could be too narrow. In large-sized companies recruitment is often planned carefully by different parties; the management and the future supervisor of the new employee and thus the recruitment is often more successful and profitable. The recruitment process should be done as a high profile because that way all the employees or the unit recruitment focuses on can have an influence on selection criteria. (Vaahtio 2005, 13, 119-120.)

Because recruitment is a large and important process, it is recommendable to use a lot of time for it. Hurrying increases the tendency of the risks and it may double the risk of failing. Time has also another side in the recruitment. If the recruitment process has been postponed and the position has no employee for a long time, this may lead to a loss of customers and production. (Vaahtio 2005, 12, 210.)

Recruitment can also be expensive because it takes time from other work contributions. If the company uses a lot of time for the recruitment process, and in the end the selection of a new employee has not been successful, company loses money. Outsourced recruitment is also expensive but it is also often more successful. By using a dependable and successful employment agency, the company may avoid risks, because private agencies have knowledge and experience when it comes to recruitment (Website of Artikkele Suomi 2012).

4.2 Employer and foreign workforce

Hiring an employee from abroad is a large process and it demands the employer's full consideration. Before and during the recruitment process, the employer has to consider and take care of many of issues in order to have a successful recruitment and employment from the start. Mentoring, language skills and language barriers, accommodation, permit proceedings, taxation, conditions of employment, health care and family-related matters and many other issues have to be noticed when recruiting from abroad. The employer has to know also the terms and conditions of employment and occupational safety and health matters concerning the foreign workers. (Website of Employment and Economic Development Office 2012.)

4.2.1 Mentoring

When moving to a new country, it is common that foreign worker knows no-one from his/her new home country. Employer and new colleagues from work are probably the only ones to whom the foreigner has some kind of relationship during the stay in the foreign country. Thus the employer and colleagues have to know how to guide and counsel the foreign worker with practicalities while moving and settling down to a new country. It is good for them to know when and where an employee can take care of bureaucracy matters, documents needed etc. This is the best way for the employer to support its employee in the integration process, because the faster the integration happens, the faster the foreign worker can focus on working to the full. (Saari 2010, 5.)

4.2.2 Language

Before hiring foreign workforce, the employer has to make sure that the company and the working environment is suitable for a foreigner to work because otherwise recruiting from abroad can be pointless. It is important to decide, which language they are going to use with the foreign worker and whether a foreigner is capable to manage his/her job with this foreign language. It is also vital to be sure that the current workers of the company are able to communicate with the new worker. Especially the orientation to a new job requires good language skills from the one who is responsible for the introduction of the new employee. Company can also take part in the foreigners' integration process by offering them Finnish language courses and helping them to find some free-time activities etc. (Website of Employment and Economic Development Office 2012.)

4.2.3 Accommodation

An important issue for an employer to take into consideration is the accommodation of a new employee. Depending on the case, getting the accommodation of a new employer can be in the employer's responsibility and therefore it is good to find a solution to this matter before recruitment. Companies which are using foreign workforce continuously have often company-owned apartments and accommodations, which are employment included. (Website of Employment and Economic Development Office 2012.)

4.2.4 Permit proceedings

The employer has to take care that the foreign employee has a residence permit or worker's residence permit before the employment starts. The employer has a duty of inspection in this matter. In some cases, the employee does not need a worker's residence permit and the employer has to know this. Citizens of EU and EEA member countries do not need worker's residence permit while working in Finland but if they are staying in the country more than three months they have to register at the local police station. Employees from non- EU or EEA member countries need a worker's

residence permit. To get the permit, either the employee or the employer has to make a petition for a worker's residence permit at the Finnish Consulate or Employment and Economic Development Office or Police. The employer can be accused of a crime, if he/she has an employee who does not have a residence permit. (Website of Employment and Economic Development Office 2012; Website of Kela 2012; Website of Migration Institute 2012.)

The employer has no compulsory notification to Kela about workers social security matters but the worker has to make a notification. The employer only needs to know that the worker's accident insurance and employment pension insurance are taken care of as he/she starts to work. (Website of Kela 2012.)

4.2.5 Taxation

The employer has to take care of an employee's taxes and know the general taxation procedure when hiring a foreigner. The employee who works in Finland less than four months has to pay only tax at source. If the employee works from 4-6 months in Finland, he/she has to pay the tax at source and social and health insurance payments. In case when a foreigner works in Finland more than six months, the income tax and social and health insurance payments will be contributed from his/her salary. As to the origin of an employee, the same rules apply in taxation of EU citizens and non-EU citizens. Only posted workers from EU countries, which have an E101 certificate with them or posted workers from USA, Quebec or Israel are paying only their income taxes. (Saari 2010, 57.)

4.2.6 Conditions of employment

All the employees regardless of the nationality are in an equal status while working in a Finnish company. This means that foreigners must be treated in the same way as Finnish workers and the employer has to apply the same collective agreements on foreigners. Same conditions and provisions must be applied, which means that foreigners are eligible for same minimum wages, overtime earnings, working times, annual leaves and holiday pays as Finnish workers. Foreigners are also eligible for

same occupational safety and health matters as Finnish workers. (Website of Statistics Finland 2012.)

4.2.7 Health care

If a foreigner is living and working in Finland permanently he/she is eligible for public health care and for occupational health care, just like citizens of Finland. They are also entitled to a health insurance because they are eligible to benefit from the Finnish social security system. Those working in Finland but not staying in the country more than two years are often eligible for public health care and occupational healthcare. A foreigner who is not working in Finland, e.g. a family member of foreign worker, is not eligible for public health care, but they are free to use private health care services. (Matikainen 2007, 16.)

The employer has a duty to arrange occupational health care for his employees. Also foreign workers are eligible to benefit from occupational health care because they are in employment relationship. If an employer desires, it is possible to arrange health care services from public health care, from a private health care provider or employer can arrange health care for the employees itself. The social institution of Finland, Kela, reimburses 50% of the costs related to employee's health care. (Website of Employment and Economic Development Office 2012; Website of Kela 2012.)

5 SERVICE PROVIDERS

5.1 The immigration office

Immigrant is a definition for “a person who leaves one country to settle permanently in another” (Website of Free Dictionary 2012).

The Rauma region has become a multinational area in the 21st century as a result from companies such as the nuclear power plant Olkiluoto 3 -project. Companies are using foreign workforce in different projects and therefore the Rauma region has a

lot of foreigners living temporarily or permanently in the region. A high amount of foreigners will stay permanently in the city of Rauma, and thus services for immigrants have been developed and improved since 2002. The new immigration office and its integration process is one of these developments. The town has to take care that its services are also suitable for immigrants living in the area. (Rauman kaupunki 2011, 3, 9-10.)

Rauma's Immigration office has been established in March 2012 and it serves monthly foreigners from dozen different countries. In Länsi-Suomi newspaper was an article on 31th of July about Rauma's Immigration Office. The article states that most of the office's customers are foreigners working in the Rauma region. Most common problems that the foreigners are asking for help from the Immigration Office are related to family matters. The office advises them often how to bring a family with them and how spouses can look for a job and where the children can go to school etc. The Immigration Office also advises foreigners where and how to get a residence permit and where they can find different service providers. The office redirects foreigners to other service providers if their problems or questions are ones the Immigration Office is not able to help with. The Immigration Office also gets phone calls and e-mails from abroad when people are considering moving to the Rauma region and asking for information related to that. (Pyykkönen 2012.)

5.1.1 Integration

The idea of integration is that an immigrant adjusts to the Finnish society and adopts new knowledge, skills and habits, which are helping him/her to get to know the new home country better. It is important that an immigrant wants to participate in the Finnish society in the same way as everyone else living in Finland. Integration is an individual process and it can be an easy process for others while someone else finds it very hard. The authorities' aim is that people who have moved to Finland are familiar with their duties and rights, and they feel themselves welcome. (Website of Ministry of Employment and the Economy 2012; Ministry of Employment and the Economy 2012a; 14.)

Integration is a process which has been done in co-ordination with the immigration office, the town, police and the employment & economic development office. The Immigration office provides services to help the immigrants in their integration process. The main objective of the immigration office is to counsel and guide immigrants in actions related to integration such as information about services the town is providing for immigrants. Immigration office also shares general information about the Finnish society and economic life, civil rights and duties of citizens.

(Rauman kaupunki 2011, 10-16.)

5.1.2 Communication

Effective communication is an important part of integration and therefore it is important to provide communication channels for immigrants, which are easy for them to find and understand. The Immigration office informs immigrants with multiple languages by giving information in the Internet, brochures and by face-to-face. Also media and different networks and organizations are important channels to share and find information. The Immigration office helps immigrants to find channels, which help them for example to find leisure- and cultural activities. Leisure time activities have a major role in the integration process because those improve the immigrant's knowledge about the local culture and habits (Rauman kaupungin kotouttamisohjelma 2011, 24, 27.)

5.2 The Employment and Economic Development Office and ELY Centre

5.2.1 ELY Centre

The Employment and Economic Development Office operates in co-operation with the ELY Centre, which improves the effectiveness of regional labour and industrial policy. The ELY Centre, also called The Centre for Economic Development, Transport and the Environment, has a key role in the labour markets where it develops employment services and manages employment. By supporting the Employment and Economic Development Office and its activities at the regional level, the ELY

Centre also prevents discrimination and social exclusion. One of ELY Centre's main tasks is to promote employment. (Website of ELY Centre 2012.)

5.2.2 The Employment and Economic Development Office

The Employment and Economic Development Office operates under the Finnish Ministry of Employment and Economy. The office offers its services for jobseekers and employers. The office helps jobseekers in the whole job seeking process by informing them about vacancies and education, and it also gives guidance about entrepreneurship. Concerning employer the main services of the office are recruiting and training. After moving to Finland foreigners can register to Employment and Economic Development Office as jobseekers. (Website of Employment and Economic Development Office 2012; Ministry of Employment and the Economy 2012a, 14.)

5.2.3 Integration

The regional ELY Centre's task concerning immigration is to issue regional guidelines for foreign workforce related to their work permits. ELY Centre advises and guides immigrants who are planning to establish their own businesses and become entrepreneurs. ELY Centre also promotes ethnic equality and non-discrimination in the Finnish society. (Website of ELY Centre 2012.)

The Employment and Economic Development Office's task in the integration process of an immigrant is to support and improve one's integration by helping the immigrant in his/her integration plan and settling down to a new living and working environment. The Employment and Economic Development Office shares general knowledge concerning the Finnish working life and guides and counsels them in the case of unemployment during their stay in Finland if they are registered as jobseekers. (Rauman kaupungin kotouttamisohjelma 2011, 16.)

5.3 Kela - The Social Insurance Institution of Finland

5.3.1 Kela's mission

The social insurance institution of Finland, also known as Kela, is an individual institution, which provides social security benefits for Finnish residents. Kela operates under the Finnish Parliament but it has its own finances and administration. Kela's mission is to secure the income of people and to promote the health of the entire nation. Kela supports the individual citizens' capacity to take care of them-selves. Most commonly Kela is helping citizens in situations, which are related to studies, child-births, sicknesses, unemployment or retirements. (Website of Kela 2012.)

5.3.2 Kela and foreign workforce

The criteria for Kela support has been set by the Finnish legislation. Kela provides services also for foreigners. Employees who are not staying in Finland permanently or people who are benefitting from some another country's social security system are not allowed to benefit from Kela. If a foreigner moves to Finland on a temporary basis and one's working hours and salary meets certain conditions, one is allowed to be covered by the Finnish social security system. (Website of Kela 2012.)

If a foreign worker is a self-employed person or just a normal employee and he/she is from EU or EEA country or from Switzerland, he/she is often covered by the Finnish social security system. If the employment relationship is lasting less than four months in Finland he/she will not be allowed to benefit from Kela. Employment, which lasts from four months to two years, allows an employee to be accessed to health insurance benefits and he/she has a right to national pensions and survivors' pensions. The employee will also be covered by the Unemployment Security Act in a case of unemployment during the stay in Finland. If an employee has an employment, which lasts more than two years, he/she can get a Finnish citizenship that allows him/her to be eligible for all Kela benefits. (Website of Kela 2012.)

Finland has a social security agreement with some countries not from the EU or EEA area. These countries are the Nordic countries, the United States, Canada, Australia, Chile and Israel. “Employees coming from the Nordic countries will be subject to most same rules that apply to workers moving from another EU or EEA country or from Switzerland” (Website of Kela 2012). Workers moving from other countries with a social security agreement will be eligible to benefit from the Finnish social security system regardless of the lengths of their residence. Workers from a country with the social security agreement are allowed to benefit from earnings-related pension immediately after starting working and they will also be insured against employment accident. (Website of Kela 2012.)

An employee from another country than the EU or EEA area, Switzerland or a country with a social security agreement is eligible to the Finnish social security system if he/she is intending to stay and work in Finland at least two years. (Website of Kela 2012.)

Posted employees from another EU or EEA country or from Switzerland are often covered by the social security system of their country of origin and due to that they will be not covered by the Finnish social security system. Posted workers have access to the Finnish medical treatment if they have a European Health Insurance Card. (Website of Kela 2012.)

Posted employees from a country, which has a social security agreement with Finland are eligible to benefit from social security benefits not covered by the agreement if he/she is working here more than 2 years and he/she has a certificate that proves he/she to have a status of a posted worker. If a posted worker has a purpose to work and live in Finland less than two years, there is a different set of rules on social security benefits depending upon the worker’s country of origin. If a posted worker for example comes from the USA, he/she is not benefitting from Finnish national pensions, survivors’ pensions, health insurance and child benefits because the USA’s social security system is covering those. Posted workers from Australia are not benefitting from the Finnish national pension because Australia’s social security system covers it. (Website of Kela 2012.)

If an employee is posted to work in Finland from another country than the EU or EEA area, Switzerland or a country with a social security agreement he/she is benefitting from Kela, if he/she is moving to Finland for a purpose to work and live here permanently. An employee is eligible to healthcare insurance if he/she intends to work and live in Finland for four months or more. (Website of Kela 2012.)

5.4 The Police

5.4.1 The police's mission

“The Finnish Police maintain public order and security prevent and investigate crime and forward investigated cases to a prosecutor for decision (consideration of charges). The police also provide the public with various license services. The objective of police operations is to ensure that people can exercise their rights guaranteed by the judicial system and social order.” (Website of Police 2012.)

What comes to migration matters, the police is providing license services for foreigners and also establishes the legality of foreigner's residence in Finland. The police co-operates with the Ministry of the Interior's Immigration Department, the Ministry for Foreign Affairs and the Ministry of Labor, the Directorate of Immigration, the Frontier Guard and the Customs. (Website of Police 2012.)

In the integration process of immigrants, the local police are obligated to distribute Welcome to Finland – brochure to improve the integration of foreigners living in the town. (Rauman kaupunki 2011, 16.)

5.4.2 Residence permits

While moving to Finland, foreigners need a lot of different kind of licenses to be able to live and work in the country legally, and to benefit from the Finnish Social Insurance Institution. The license services issued by the police are a new fixed-term residence permits, permanent residence permits and an EC long-term residence permit to a citizen of a third country who has been a long-term resident in the EU. The first

fixed-term residence permit is not granted by the police, because the Finnish Immigration Service grants it. Certificates of registration of an EU citizen's residence permit and certificates of permanent right of residence are also taken care by the local police and also residence cards to family members of EU citizens who are non-EU citizens. The police also add days of residence to a visa or extend the period of validity of visas and transfers a residence permit to a new travel document. Finnish citizenship has been granted to more than 45000 people in the years 2000-2009. (Website of Ministry of Interior 2012; Website of Police 2012.)

Residence permits are permissions, which are licensed by the authorities. With a residence permit a foreigner can enter the country recurrently and live in the country for purposes other than travelling or similar visits. To be eligible for a residence permit, the foreigner must prove that he/she has secure means support every time he/she is applying for a residence permit. The residence permit must be applied for before entering the country. The police may refuse a residence permit if the foreigner risks the order and safety of Finnish nation or he/she has some health related issues, which can be seen as a risk for the national health. The police have a right to refuse to grant a residence permit for an applicant if he/she seems to have some illegal reasons to get a residence permit. (Website of Police 2012.)

After having the first fixed-term residence permit granted by the Finnish Immigration Service, a foreigner can apply for a new fixed-term residence permit from the Police. The first fixed-term residence permit is often issued for one year and it must be valid while applying for a new fixed-term residence permit. A new fixed-term residence permit can only be valid for four years maximum. (Website of Police 2012.)

A fixed-term residence permit can be either a temporary residence permit or a continuous residence permit. The type of the permit is determined on the strength of the purpose of the stay. Foreign students and other similar groups are often eligible for temporary residence permit whereas family members of a Finnish citizen are eligible for a continuous residence permit. (Website of Police 2012.)

A foreigner working in Finland must have a new fixed-term residence permit for employment. The police grant these after the Finnish Immigration Service has granted the first fixed-term residence permit for employment. Citizens of EU countries and

similar do not need a residence permit for employment because of EU's fundamental principle about workforce's free movement, which entitles EU citizens to work in another EU country without the residence permit of employment. These following groups of employees do not need a fixed-term residence permit for employment but they do need a regular fixed-term residence permit: specialists and researchers, athletes and athlete judges & coaches, trainees and transfers within a company who are staying in Finland less than a year, people who have had their degrees completed in Finland, the top or middle management workers, visiting teachers and lecturers, mass media workers, people working in the field of science, art and culture, and people who are here in a purpose of studying the markets for a company or preparing a company's location in Finland etc. Also people who are working for non-profit associations do not need a fixed-term residence permit for employment while working in Finland. (Website of Finnish Immigration Service 2012; Website of Police 2012.)

The police department of a foreigner's new home town is eligible to grant a permanent residence permit for a foreigner who has been living in Finland for four years on a fixed-term residence permit. Those four years will be calculated from the first day when a foreigner got the first fixed-term residence permit. A citizen of third country can have an EC long-term residence permit if he/she has been a resident in Finland for five years with a continuous residence permit. A permanent residence permit and an EC long-term residence permit are both valid until further notice. (Website of Police 2012.)

6 THE PURPOSE OF THE STUDY AND THE THEORETICAL FRAMEWORK

6.1 The purpose of the study

The purpose of the thesis is to find out how to improve the commitment of foreign workforce to city of Rauma. Rauma has become a multinational city as a result of international companies and different kind of projects where foreign workforce has been used. There are more than 2000 foreigners living in Rauma temporary or per-

manently. To be able to continue as a multinational city, Rauma has to offer good possibilities for foreigners to live in the region without any problems. This study aims to find out the biggest and most common reasons why foreigners are not feeling committed enough to Rauma and stay here permanently. As the flaws have been recognized it will be possible to different parties to step in and possibly remove the obstacles.

6.2 The objectives of the study

Objective of this thesis is to establish:

- What do foreigners need to become committed to Rauma? (The main target for development)
- How different service providers of economic life can help foreign workforce to become committed to new home town?
- What do companies expect from foreign workers?

6.3 The theoretical framework of the study

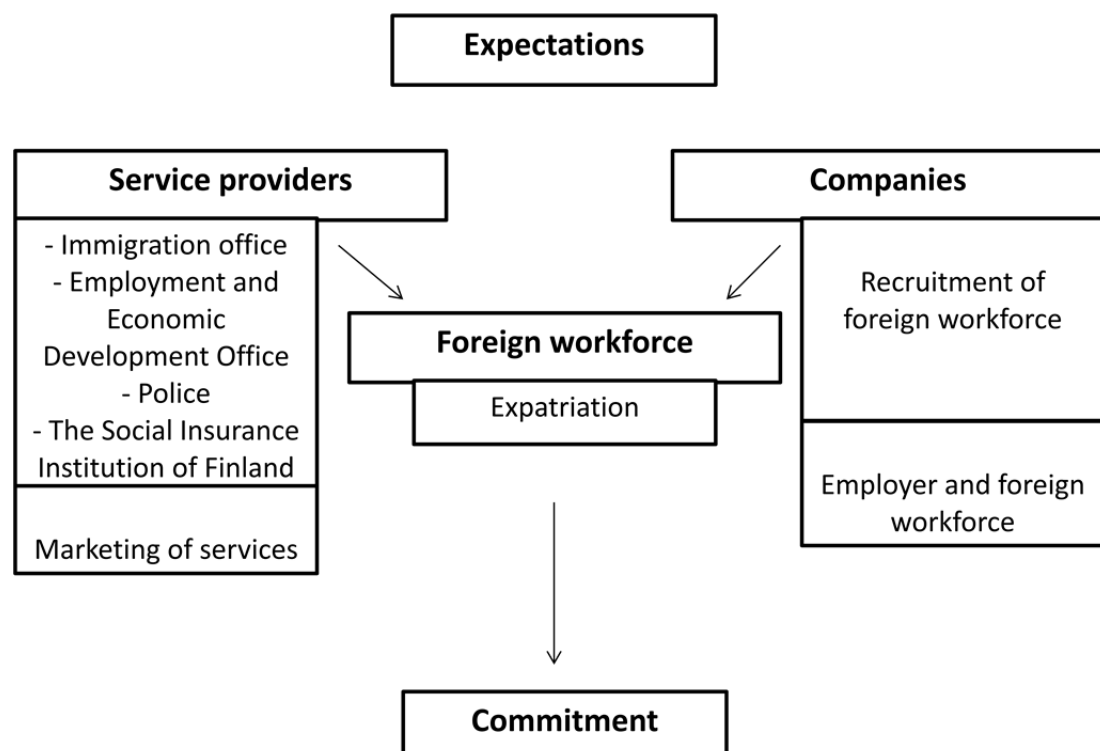


Figure 3. Theoretical framework of the study.

Theoretical framework of the study consists of thesis's theory parts, which include information about foreign workforce in Finland and expatriation. It also includes information about service providers with a role in foreign workforce's commitment process and it takes a look into employer's aspects in recruitment process. I also focus on marketing of services. Framework of the study describes general idea of commitment process. As a presumption there may arise expectations among foreign workforce about living and working abroad in a new country and culture. To level with these expectations, companies and different service providers are trying to make foreigners enjoy their time in Finland and to make them willing to commit to Finland. Companies are recruiting foreigners and offering them a place to work while service providers are trying to make foreigners' lives easier by helping them in the formal moving procedures and integration. If foreign workforce is satisfied with their jobs and life in Finland, it is easier to commit here.

7 RESEARCH

7.1 Research methods

7.1.1 Qualitative research

The empirical research methods are split up into qualitative and quantitative researches. In this thesis the qualitative research method has been used. The qualitative research is based on describing real life comprehensively and it aims to answer question like why, how and what kind of. The qualitative research is used when a researcher wants to understand the reason for some kind of behavior and also to find out the context of that particular behavior. This thesis is based on qualitative research because the purpose of the study is to find out the flaws in the whole commitment process by interviewing and describing foreigners' lives in Rauma. (Hirsjärvi & Hurme 2000, 27; Hirsjärvi, Remes & Sajavaara. 2010, 161.)

While interviewing the target group the researcher analyzes the data he/she is gathering. During the analysis the researcher makes conclusions, which can be deduced from the answers of one person and transferred to general and theoretical level. This kind of action has been called as abstractions and it is often used in qualitative research. (Metsämuuronen 2001, 51.)

A common feature for qualitative research is that the research plan takes shape all the time during the research. Research is done with flexibility and the research plan can alter many times during the research due to the circumstances. (Hirsjärvi et al. 2010, 164.)

7.1.2 Data gathering

In qualitative research data gathering is based on interviews and group discussions, which take place in reality by interviewing the target group often by face-to-face. In qualitative research people are used as instruments while collecting data and the selection of target group is made with discretion - not by random. During the interviews and discussions the researcher makes observations. (Hirsjärvi et al. 2010, 164.)

This thesis consists of the theory part and the research findings. The theory part of the thesis is based on existing literature such as books, brochures, guides, articles and also websites. The data acquisition period for the theory part began in May 2012 and continued through the summer until fall of the same year. The data gathering period for research findings began in December 2012 and continued until July 2013.

Semi-structured interviews were carried out by recording the interviews. Only the telephone interview with Police representative was not recorded. Interviews with service providers were held in service providers' offices and via telephone. The interviews with company representative and with the foreign workers were held at the respondents' homes. After the interviews were recorded, the outcomes of the interviews were analyzed by committing the major findings on a word –document and afterwards those were written into a final form.

7.1.3 Semi-structured interview

As mentioned before, in this thesis has been used a semi-structured interview for collecting the research data. A semi-structured interview is a mixture of structured and unstructured interviews and it can be used in both qualitative and quantitative researches. Common feature for a semi-structured interview is that there are no exact questions listed on a paper in any exact order. Instead of questions there are themes which will be discussed during the interview. Hence the semi-structured interview is a good research method for this study because thus the interviewees can speak freely about their experiences and expectations and the research findings are probably much more extensive. (Hirsjärvi, Remes & Sajavaara 2010, 208.)

7.2 Validity and reliability of the study

The basic idea of a research is that the results are valid and reliable. The researcher can make the research more reliable if the progress of the interviews has been explained precisely. By indicating when and where the interviews were held and how the interviewing went off, the research is more reliable from the reader's point of view. (Hirsjärvi, Remes & Sajavaara 2010, 231-232.)

Reliability refers to the repeatability of the measurement's results. This means that two researches should be able to obtain the same results and to reach the same conclusions because the researcher has to be as objective as possible and one's personal opinions should not affect the study results. The researcher should also establish that one's data acquisition style has no effect on study results and the study has not been done hastily. (Hirsjärvi & Hurme 2000, 186; Hirsjärvi, Remes & Sajavaara 2010, 231-232.)

To ensure reliability of the study, it was necessary to interview as many foreigners, employers and service providers as possible. The research included six interviews with service providers, five interviews with foreign workers which included 7 people and one company representative interview. The predetermined interview structure was used with each interview groups. The interview topics were same with each interview groups. The necessity of greater amount of interviews was not evident as the

so far established results already seemed to be sufficient. The thoughts and opinions of Rauma were almost the same among the foreign respondents and also the interviewed service providers did have very same kind of opinions and improvement ideas. The respondents were able to reveal their opinions and experiences anonymously and freely.

Research is valid if the researcher has studied the findings and measured them in a way they were supposed to be measured. The researcher should prove that the results are realistic and the study results can be generalized. (Hirsjärvi, Remes & Sajavaara 2010, 231-232.)

Through the writing and researching process, the research plan, the progress of the study and findings were previewed by the principals on regular basis to ensure the validity of the study. The themes of the semi-structured interviews were prepared with care so they would reflect the theory and the research objectives. The research findings confirmed the objectives of the study. A long list of recommendations was established to improve the commitment level of the foreign workers in Rauma region.

The study results are suitable for the Rauma Chamber of Commerce but also other cities and organizations in similar situations can find something useful in the study results as the study results are transferable.

8 RESEARCH FINDINGS

8.1 Marketing of services

The research proved that in Rauma region the offered services are good and the people working at the offices are friendly and helpful. Most of the foreigners interviewed shared the same opinion about the fact that the service is of good-quality. Even though the personnel are kind and helpful and they have good language skills, the expected service has not met the perceived service in all the study's cases. For

example respondents D and E told that it was difficult to understand the Kela system and the respondent G had similar complaints about the Finnish taxation procedures. (Appendix 3. Interviews 1,2,3,4 and 5.)

The interviews with the respondents proved that the foreign workers have hardly any past experiences about the Finnish service providers. As a result the past experiences did not have any influence on how the respondents have found the received service. They had not used similar kind of services in their home countries as a similar kind of social security system does not exist there. Most of them also did not mention during the interview if they would have heard any comments about the services from their friends and colleagues about the services. Reason for this probably is that they all had visited at the service providers offices as they just had moved to Rauma. (Interviews 1, 2, 3, 4 and 5.)

The one thing which had a clear bearing on their expectations on the services was their personal needs. One of the biggest factors which had influenced their evaluation of the received service was how much effort they needed to put into understanding the function of the systems and offered benefits. According to the respondent C, the opening hours of the offices are mistimed as the service providers close their doors too early in the noon. Also the interviews with the service providers proved that offices are open poorly because they close at the same time as people finish their work. Majority of the respondents had also not understood the taxation and Kela system, because they had no previous experience about similar services. The respondent G told that, she had received good service but in order to understand the taxation procedures better, she would have required guidance in her own mother tongue. (Appendix 3. Interviews 2, 5 and 7.)

The interviews proved that foreigners are not aware of all the services they could benefit from while living in Finland. The biggest flaw affecting the usage of the provided services amongst the foreign workers was surely the poor level of advertising and marketing of the services.

In each interview with the foreign respondents was noted the same fact: there exists too little advertising and marketing of different offices which are providing help and guidance for the foreigners. The huge lack of advertisements was proven in each in-

interview as it turned out that none of the respondents had heard or visited the Immigration Office. The most familiar and used services were the police, the city administrative court, the taxation office and Kela. The services of the immigration office and the employment and economic development office were hardly used at all. (Appendix 3. Interviews 1, 2, 3, 4 and 5.)

The interviews with the service provider representatives demonstrated that they trust their services to be easily available. In each office included in the study had visited a lot of foreign workers, but clearly only a fraction of the foreigners living and working in the area had used the services. For example in the interview with Kela representative, Ms Männistö believed that there exist no difficulties among foreigners to understand the Kela system, but according to the foreign respondent's the system is obscure. (Appendix 3. Interview 10.)

According to the interviews with the foreign workers and the service providers, a clear gap does exist between the expected and the perceived services. The service providers know that their services are good and helpful, but according to the foreign respondents, the system and the functions of different bureaucracy matters are not explained clearly and simply enough.

8.2 Culture shocks

One theme discussed with the respondents was culture shocks. None of the respondents had faced any big culture shocks which might have influenced on their commitment. The biggest culture shocks among the respondents had been the weather and the darkness during the winter time. All the respondents were from European countries which might have an effect on the minimal results related to culture shocks.

One thing which can be construed as a culture shock were the language barriers the respondents have faced. All of the respondents interviewed spoke fluent English, but still they have missed more multilingual environment in Rauma cityscape and in bureaucracy matters. The difficult issues in working life or at the state offices should be handled in one's mother tongue in order to be sure that one has understood correctly. The respondents C, D and E mentioned that they all had faced some difficulties in

understanding the information in the cityscape because in most places only Finnish language has been used. (Appendix 3. Interviews 2 and 3.)

8.3 Recruitment

The interviews with foreign workers revealed information related to the commonly used recruitment channels. Only one of the seven respondents, the respondent F, had found his job via informal “bush telegraph” and only one, the respondent G was hired by a private employment agency. All the other respondents A, B, C, D and E had found their jobs via formal recruitment channels. Most of them have applied for their job based on an announcement on the internet or in a newspaper. (Appendix 3. Interviews 1, 2, 3, 4 and 5.)

The interview with respondents A, B, F and G proved that it is not easy to find a job in Finland as a foreigner who does not speak any Finnish. There is also some need for information helping the foreigners to get to know Finnish recruitment customs. Each respondent mentioned that it was or also seems to be very challenging to find a job in Rauma region. The respondent G had been unemployed during her stay in Finland and she had found the chances to get a job which corresponded with her education almost minimal. The respondent F mentioned, that without family contacts he probably would not had got a job. The foreigners have found it difficult to find also any information about Finnish recruitment customs as the respondent A and B told in their interview; they were searching information about suitable jobs for non-Finnish-speaking foreigners without any results. They also did not find any information about Finnish recruitment methods. It seemed evident that the job seeking services and sources are not easily available for foreigners as they do not know where to start to look for a job. (Appendix 3. Interviews 1, 2, 4 and 5.)

Generally foreigners enjoy their life in Rauma and they are satisfied with their employers. None of them trashed their employers or said a bad word about them. While discussing about the support their employers are giving to them, most of the respondents said that their employers do not support them in their free time but neither are they even expecting their employers to do so. The company representative’s in-

terview also proved that the employers do not consider it necessary to support their employees in their free time. The only help provided are finding an accommodation for their new employees and accompanying them to the state offices if needed. (Appendix 3. Interviews 1, 2, 3, 4, and 12.)

9 THE RECOMMENDATIONS

9.1 Recommendations in general

According to the foreign workers interviewed, the main improvement ideas which could boost the commitment of foreigners in the city are related to communications and information, language tuition, job seeking and finding local free time activities. The foreign workers were willing to learn the local language and they missed better communication from the service providers and the city of Rauma. In the working life everything seemed to work quite well. Those who had been unemployed during their stay in Rauma, would have needed more help on job seeking from the city and other parties.

According to the different service providers involved in this research, there exist some good improvement ideas on how to improve the commitment of foreign workers in Rauma region. Even though the city of Rauma has a lot of foreigners living and working in the area, the facilities for foreigners are in fact quite poor. The interviews with the service providers proved that the main improvement areas are pretty much related to same matters as foreigners'. The main improvement areas are generally related to language matters and communication, informing about local events and news, and also better informing about bureaucracy matters. From the service provider's point of view, it was clear that also the co-operation between the companies and the service providers should be improved and the foreign companies operating in the area should better comprehend the Finnish bureaucracy matters.

9.2 Language and culture issues

According to each service provider interviewed, the commitment is almost impossible for foreigners without Finnish language skills. It is highly recommended to offer and advertise a better variety of language courses in the region. There already exist language courses offered by for example the adult education center and evening classes, but these are clearly not adequate enough. According to Ms Tammela from the employment and economic development office of Satakunta, there are long queues for Finnish language courses especially among the unemployed foreigners. Hence it is recommended to form a permanent committee which focuses on organizing Finnish language and culture courses for the foreigners living in the region. The Rauma Chamber of Commerce could act as the initiator of this committee or at least support it by participating in its operation. The committee should also develop a valid method of reaching the foreigners because without well planned advertising and marketing, the foreigners have no chance to participate in arranged courses. The committee should be comprised of wide range of members of different sectors of the society; the city and various company representatives, active foreigners who have lived in the region for a longer period and also representatives from the organizations currently offering language tuition. The same committee which focuses on the language tuition could also organize every now and then courses on Finnish culture and events related to the Finnish culture. According to the service providers and foreigners interviewed, there exist interests participating in the events and such if organized in an easy access way. By participating in these kind of free-time activities foreigners create more social networks, which may boost the integration.

This same committee mentioned before could also abate the language related obstacles in authoritative matters with different organizations. According to Ms Koskela from Opteam, there exists for example a strong need of a Finnish taxation guide in Polish and other East European languages. Different authoritative guides in several languages could make the comprehension of the taxation and the other authoritative matters easier thus alleviating the commitment and integration. The committee could strive to print and publish this kind of a Finnish taxation guide in cooperation with the local tax administration office or the government of tax administration.

Without good marketing and advertisement solutions the possible committee will not function. Hence the service providers from different areas should be closely involved in the committee as they meet and face the foreigners on regular basis. At the same time they could also boost the marketing of language courses, services and free-time activities.

The interviews proved that employers play an important role in the whole commitment process of the foreign workforce. The companies having foreign workers could boost the advertisement of language tuition because they have direct contacts with the foreigners. The employers could support the participation of their employees to the language tuition by granting some financial or other benefits. While becoming familiar with the Finnish language and culture, foreigners improve their working skills in the Finnish working environment.

9.3 Communications

According to the service providers there have been attempts to arrange different culture and sport activities and events for foreigners but the turnout has not been very high due to the lack of informing and advertising. Many service providers interviewed had found it difficult to reason out how to reach “all the foreigners” in the Rauma region because there is no contact information system constructed. Along with the interviews it was repeatedly stated that advertising and informing of different events, activities and bureaucracy matters could be facilitated with a workable contact information system. Now without any system the informing happens via employers who have been informed about these events, or the advertising has been based on posters and the informal channels such as “the bush telegraph”.

One option to improve the information flow is to collect a contact list where contact information of foreign workforce is listed. Employers could ask from foreign employees is it ok to add them on a contact list which is used to reach foreigners in different communication matters such as free-time activities advertisement etc. The immigration office or some other local organization could be the maintainer of the list. Naturally it is difficult to maintain the list but if the employers are active and cooperative this could be possible to arrange. It is also highly recommended to create a

website for foreigners living in the regions, where all different organizations could inform the foreigners about the local news, free time activities, jobs, Finnish customs and national holidays, language courses etc.

The interviews with the service provider representatives proved that better cooperation among the local service provider offices could improve the level of information to some extent. With an existing network of direct contacts between the different service providers, companies and employment agencies, the help would be more accessible to the foreigners and they would be flexibly guided to the right services and places. Also employers could have direct contacts with the service providers which would boost the information flow.

Most of the foreigners interviewed did not presume any support from their employers related to free time activities but still they had missed occasionally some effort from the employers and they said that “it would be nice” even if they do not expect the support. If the companies would be more aware of what is happening in the region, the foreigners would be able to take part on events, hobbies, organized happenings and activities better. On the other hand the research revealed the fact that most of the foreigners are working long hours and free time is often spent with family at home or by resting. The cooperation of the city, associations and companies could be improved and this is something the Rauma Chamber of Commerce could aim to recount while being in touch with the companies in the region.

9.4 Employers and their responsibility in the integration process

The research proved that the more companies are involved in the integration process of foreign workforce; more worthwhile and easier it is for the different actors and organizations to improve the commitment. By participating in the events, committees, work shops etc. the companies improve the commitment of their own workforce, which reflects on the working motivation. When one’s personal life is in good condition it is easier to focus on working.

The employer has an important role in the integration process of a foreign worker. Working environment and colleagues are often the only link to the Finnish society

and culture in the beginning of the immigration. Hence it is highly recommended for employers to support more their foreign workforce in the adjustment process. The majority of the service providers and private employment agencies interviewed wished that the employers could boost the integration by sharing more information to their employees about the services, Finnish employment administration and Finnish legislation etc. According to Ms Koskela from Opteam and Ms Nevalainen from Manpower, the foreign workers in general have an inadequate level of knowledge on the Finnish taxation and labor legislation matters. As an example the Finnish annual holiday systems varies a lot from other countries' and this causes a lot of "extra work" for foreigners because they need to be aware when they are allowed to earn extra. If the employers take on their responsibilities to share information about bureaucracy matters, then the foreigners would not be so confused about the taxation and labor legislation matters and they would have some kind of knowledge before visiting in local offices.

It is recommended for the employers to help their employees with issues related to the taxation or at least guide them to visit in local Tax administration office. It is to be noted that foreigners might need an interpreter with them as the Finnish taxation systems are not easily grasped. The interviews revealed that most of the foreign workers had received some help in taxation matters from their employers but mainly the help had come from colleagues. If the foreign employers would be more familiar with the Finnish labor legislation matters, the key legislation issues could be explained to their employee and they would be aware of the issues which have an impact on their work. The employers or the Rauma Chamber of Commerce could arrange training for their foreign workforce on the Finnish labor legislation.

According to the service providers the cultural matters should be to some extent addressed by the employer but most of the foreigners interviewed did not require this kind of support from their employers. The Finnish culture varies a lot from other European cultures and almost all the foreigners interviewed had faced some culture shocks while moving to Finland. Many service provider representatives explained that it would help the newcomer if the employer would be able to explain the basic working culture related to the industry and the company one is working at. By understanding the behavior of working colleagues it is easier to commit oneself to the sur-

rounding environment. Almost all the service providers and both private employment agencies wanted to highlight how important it is for the employer to explain the Finnish working culture basics in the beginning of the immigration. According to the service provider representatives this kind of action should be automatically included in the orientation period but it hardly exists in the local companies. Hence it is recommended for the Rauma Chamber of Commerce to improve and lead-up to the level of cultural orientation among the employers.

9.5 Foreign companies

According to Ms Tammela from the employment and economic development office of Satakunta, the foreign companies operating in the Rauma region lack information and knowledge on the Finnish employment administration. This surely has an effect on the foreigners' employment matters, as the foreigners are not aware of their possibilities and rights related to the employment in case of losing their job. It is recommended that the foreign companies should be more assimilated into the local labor legislation. All the local service provider's offices should do company visits to the foreign companies operating in the region. The employment and economic development office of Satakunta has been doing the company visits already and others should follow their example.

While operating in another country, the companies are required to know the basics of the Finnish labor legislation. It is highly recommended to the Rauma Chamber of Commerce to develop a method of ensuring that foreign companies are conscious of the basic labor legislation and administration matters. It is recommended to the Rauma Chamber of Commerce to arrange training for the foreign companies on the issues mentioned above. Also the foreign companies operating in the region should network with the local Finnish companies. This way the Finnish companies could for example share the best practices of solving problems with foreign companies. With the foreign workers these matters did not come up.

9.6 The cityscape

Along with the immigration office's interview it was established that the cityscape of Rauma should be more multilingual. The city of Rauma, local companies and organizations should improve the multilingual advertising and informing in the region. There could be added more English for example on the billboards and doors of the offices and organizations. There hardly exist any kind of information in English e.g. at the bus station, car parks, shopping centers and other busy places in the downtown of Rauma. The same improvement idea was heard from respondents C, D and E who claimed that it had been challenging to manage in the city where all the information is only in Finnish. It is recommended to put more effort on more multilingual cityscape. Especially in the beginning of the immigration it is important to find the environment as adaptable as possible.

9.7 Job seeking

The interviews proved that more information on the job seeking process is needed. Those foreigners, who had been unemployed during their stay in Rauma had found it difficult to seek and find a new job in Rauma. Today's labor situation is not good, but still there should be more information and guidance on finding a job as a foreigner. Most of the foreigners did not have a clue about local job seeking methods and they have missed more support from the society with this.

9.8 Moving

The interview with respondents D and E revealed that it has been difficult to find any information on the procedures to be done before and after the moving to the city. There were no internet sources of information related to moving to Rauma. The respondent E told that she just moved to a country and city without having any information on what should be taken care of before, during and after the move. That is why it is recommended for Rauma Chamber of Commerce to lead-up to sharing more information which is targeted on foreign people planning on moving to Rauma.

10 FINAL WORDS

I truly believe that the commitment of the foreign workforce to a new home town can certainly be improved if the recommended measures were taken and the different organizations are willing to cooperate more extensively. With effective cooperation also the internationalization of the Rauma region can be possible.

The first and the most effective measure to be taken in order to improve the situation would be improvement of the advertising and marketing of the services already now provided in the region. In order to enable this there is a need for a thorough study of choosing and constructing proper information channels and defining how the different organizations can communicate effectively with foreigners and with each others.

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APPENDIX 1

In 30.6.2011 Rauma had 667 foreigners with 59 different nationalities living in the city. Source: The local register office of Satakunta, Rauma Unit.

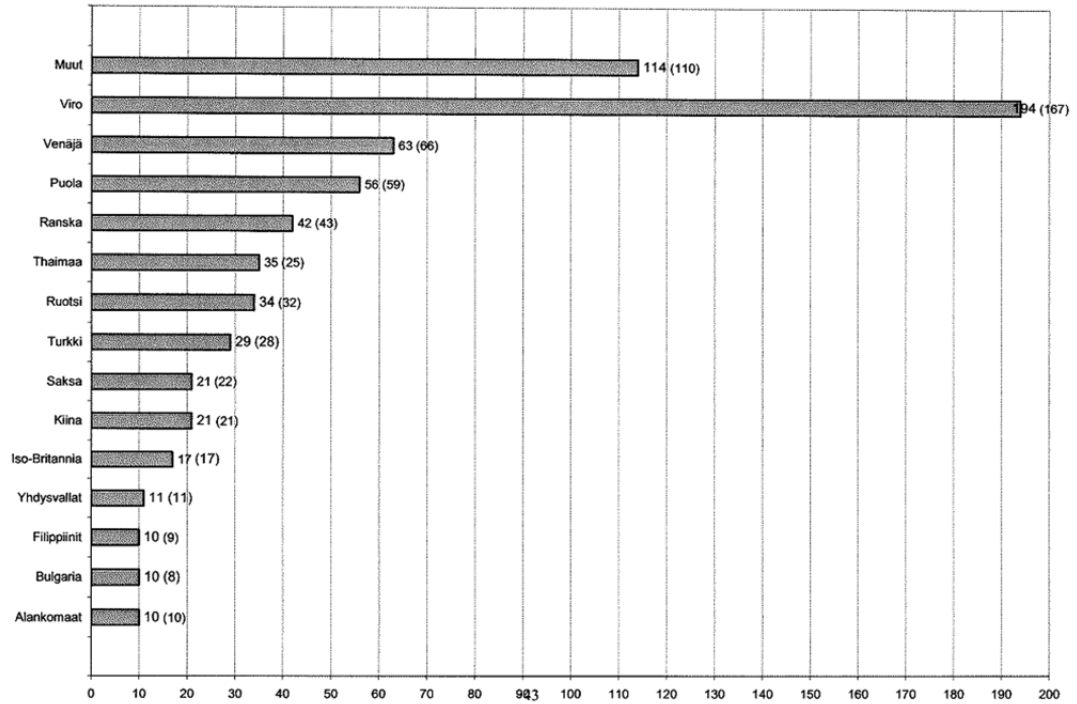


Table 1. Foreigners living permanently in Rauma 2011. (Rauman kaupungin kotouttamisohjelma 2011, 43)

1. Themes of discussions with the foreign workers

- Thoughts about living and working in Rauma region
- Recruitment process
- Family matters
- Company
- Difficulties
- Free time activities
- Commitment level
- Service providers
- Future

2. Themes of discussions with the service providers and private employment agencies

- Activity
- Moving process
- Difficulties
- Free word

3. Themes of discussions with the companies' having foreign workers

- Recruitment process
- Preparations
- Adjustment to work
- Improvement ideas for Rauma Chamber of Commerce related to foreign workforce in Rauma
- Free word

Interviews

Interviews with foreign workers

Interview 1

The first interview was made with a Polish couple who have lived in Rauma for four and a half years. The couple worked for a Polish company called Electro Budowa in Olkiluoto. They both are white-collar workers; the respondent A worked as an assurance manager and respondent B worked as a project assistant. They had a baby who has been born in Finland and the couple was in their thirties. The respondent A worked already for Electro Budowa in Poland as a sales manager. The interview was held at their home on the 12th of April 2013 and the interview was based on the themes listed in the Appendix 2, the semi-structured interview.

In the beginning the discussion was based on respondents' thoughts on living and working in Rauma as foreigners. When they had moved to Rauma, their first thoughts about the city were mainly positive and they had next to nothing to claim about. Respondents told that it was quite easy to adapt to Finnish culture. Occasionally in the beginning of their time in Rauma they thought about moving back to Poland but afterwards they decided to continue living in Rauma. Respondent B told that at first she did not want to move to Finland, because she had a good job in Poland which corresponded to her education. She had studied Italian at the university and she knew that it would be difficult for her to find a similar job in Finland as the one in Poland. After moving to Finland due to the respondent A's job, the respondent B started to look for a job in Rauma and after a few months of unemployment she got her current job. The general opinion of the respondents about Rauma was that the city is quiet, safe and good place to live especially for families with kids. The respondents described them-selves as an out-going couple which is why they miss a bit more dynamic cultural life but still they have enjoyed their time in Rauma. Both respondents have found Finnish people friendly, democratic and honest. Generally they have positive feelings about the Finnish society and culture, and they had nothing bad to say about Rauma. Both seemed to appreciate the Finnish way of living.

While discussing about the moving arrangements both respondents found the moving to Finland quite easy because of EU's fundamental principle about workforce's free movement. The employer of the respondent A was quite helpful during the moving and e.g. arranged the rental of the apartment, where the couple lived. While respondents were asked if they still needed some kind of support from their employer, both answered that they had got everything they needed and was necessary. As to the bureaucracy matters, the respondents A and B took care of them by themselves and they told that it was easy to move. The so called paperwork like registration in the City Administrative Court was not difficult to handle. They both speak fluent English which made the moving process easier because all the services and document are available in English.

The commitment was one theme discussed with the respondents and they explained that they feel like home in Rauma but occasionally they miss their home country and the Polish culture. While asked if they felt that their life in Finland is still somehow temporary, they both said yes but still they wanted to emphasize that they are willing to continue living and working in Rauma and at that time it felt like home for them. They described their commitment level quite high and the reason for it was that they have hobbies, local friends; they like the nature and they want to raise their child in the safe Finnish environment. Respondents also appreciated the chance to practice their religion in the church of Eurajoki where a catholic Mass is arranged every second Sunday. The one thing that had decreased their commitment was that Electro Budowa had had some reductions going on, which naturally has an effect to their life too. Still the respondent A told that if they will lose their jobs, they are going to try first finding a new job in Rauma. While discussing the job seeking process, the respondent A found it quite difficult and complicated because he does not know where to start and how to proceed with the process. The respondent A told that he would like to have more information about the local labor markets and the work seeking habits from a foreigners' point of view. The respondent A also hoped for a list of open positions in the region which also foreigners could apply even though the Employment and Economic Development Office already has one of similar nature.

Both respondents A and B had studied Finnish first in the Rauma Adult Education Centre and afterwards they started to study Finnish language at Sataedu. They were

surprised how cheap it has been to study the foreign language in Finland. Both respondents said that they can manage with Finnish in simple conversation but because they have not used the language in everyday life, like at home or work, it has been difficult for them to learn the language properly. When discussed about the importance of Finnish language-skills, the respondent A told that they have realized the necessity of learning Finnish if they will stay in Finland permanently. They both hoped that their daughter could have a chance to learn Finnish.

While asked about the use of different service providers' services the respondent B told that they had not visited in any other service providers' offices' than at the police station and the city administrative court, while they just had moved to Finland and registered. They also told that they have visited in Kela and naturally maternity clinic during the respondent B's pregnancy. About the local Immigrant office they had never heard of. The respondent A wanted to emphasize that they both really appreciate the Finnish social security system and Finland almost feels like a paradise to live in especially with children. They also seemed to appreciate the equality of paying taxes and how the taxation has been arranged. Both respondents said that they had not faced any problems with the service providers, because they both feel natural to deal in English. Still they wanted to emphasize that they know many foreigners living in Rauma who have faced difficulties while trying to manage only with English. Both respondents said that they would like to be served in their own language but they understand that it would be almost impossible to arrange.

While asked if the respondents had faced any big challenges during their time in Finland, they both seemed having nothing complain about. Only the weather and language were found quite difficult for them to adapt to in the beginning. As to improvement ideas, they both wished more advanced level of Finnish language courses to participate in. They found the language courses of Rauma Adult Education Centre and Employment and Economic Development Office's too poor and useless. According to respondent B, there could exist better information in the website of Rauma, how and where to apply to different language courses.

Interview 2

The second interview was conducted with a 27 years old French woman (Respondent C) who has lived one year in Rauma. The respondent C had a one year contract with Areva's communication department in Olkiluoto. She had found the job from a website of VIE, which is an association providing support and help for young people who are willing to work abroad. The respondent B had not worked for the company before but because it is a big company, she knew a little bit about the company in advance. The interview was held at respondent C's home on 17th of April 2013 and the interview was based on the themes listed in the Appendix 2, the semi-structured interview.

The discussion was first focused on moving and general thoughts on Rauma. The respondent C told that moving to Finland was not planned. She just wanted to work abroad for a while and Finland seemed like a good place while finding the job opportunity at the website of VIE. After moving to Rauma, the respondent C had found the city very peaceful, quiet and safe. While asked if she would like to continue living in the city as her contract with Areva ends, she said that if her spouse would live in Finland as well, it would be possible. Still she emphasized that at that time they had planned to continue their life in France. The respondent C explained that she had adapted quickly to the city and Finnish culture and only the weather had brought some adaptation difficulties. While asked if the respondent C had some disadvantages worth mentioning, she told that informing and the communication could be improved. She had noticed that in the cityscape everything is only in Finnish which makes simple things like understanding the name of offices or places impossible. As an example the respondent C told that she had not understood that the parking lots in front of supermarkets were meant for families with kids only, because those were only informed with Finnish.

The respondent C told that moving from France to Finland was easy because Areva and the VIE took care of everything necessary; apartment, flights, moving containers and insurances. She had not applied for citizenship of Finland which is why also the bureaucracy matters did not require anything else than registration at the police department. She said that she did not feel unsure in any case and the moving process was not difficult because of good support of her colleagues. While asked about respondent C's free time activities, she told that she had spent a lot of time with other

French people. She had practically no local friends. She also had gone to a gym but she did not take part on any Finnish language courses because she knew all the time that she would not stay in the country for more than a year approximately. She had also participated in some company arranged parties and events but very rarely to any public happenings organized of any other associations, companies or city.

The respondent C told that she has felt like home in the city and she feels pretty committed to Finnish way of living. One thing that could have improved the commitment would have been better informing of places to visit, events and news in English, she said. For example she did not know that Rauma has a local Immigrant office and so much events going on every now and then. In the end of the discussion the respondent C wanted to emphasize that she was glad to live in Rauma for the year and nothing special could have been done better to affect her commitment.

Interview 3

The third interview of the research was done with a Polish couple who have lived on Rauma for 2 years and three months. They were in their thirties and they had two children aged 2 and 5. The couple worked in Olkiluoto; the respondent D worked for Siemens as an engineer and the respondent E worked for DCNS as a project assistant. The interview was held at their home in 26th of April 2013 and it was based on the themes listed in appendix 2, the semi structured interview.

The reason why they decided to move to Finland was nothing particular; they just wanted to live abroad and after the respondent D found a job in Finland they decided to take a chance. The respondent D's job was found only few months before moving to Rauma. He did not work for the company already in Poland as did not her wife either. The respondent D described the recruitment process very simple and easy. He applied for Siemens in Poland and the job interview was held there as well. The information during the move and recruitment was good from employer's side and they helped the respondent D in arranging the basic things like the flights and first temporary apartment. Now the respondents live in a private rental apartment.

While asked if the moving process was difficult, they answered that moving itself was easy because the employer of respondent D helped a lot, but finding information

about moving to Finland and Rauma was difficult. The respondent E said that she had tried to find information from the Internet about things like organizing the move, what should be done before moving to Finland and afterwards but there were no information about Rauma available or it was not easy to find.

The respondent D arrived to Finland few weeks before the respondent E and their children did. After the whole family had arrived, the respondent E and the children went to register at in the city administrative court and the local police department. After registration they visited Kela but they found the whole social security system very difficult to understand. The respondent E explained that they still have some problems to understand the Kela system like benefits and the Kela card. They also thought that two years ago when they have moved to Rauma, the local service providers did not have knowledge on how to cooperate with all the foreigners. While finding out the information about the Finnish social security system and visiting Kela, the respondent E had noticed that if you ask for help you'll get it, but if you do not, no-one is going to help you and explain the details about the social security matters. They found this a bit difficult as they did not know about the Kela system, so how could they have asked for it. While asked if they had visited the Immigrant office, they said that they have not even heard about the place before. The respondent D said that he was very surprised how long it took to get through the bureaucracy matters. They both had lived also in Scotland, USA and Germany and in those countries the bureaucracy matters related to immigration were more simple and faster. Still they were surprised that how well service providers and Finnish people can speak English in general. They were always served and guided with good and understandable English.

While asked about the difficulties and challenges they had faced during their time in here they only mentioned the Kela process and the system which was very difficult them to understand. After all they had not received any benefits from Kela. They also said that in the beginning it was difficult to find out where to get a network connection, subscriber connections and things like that. They had also faced some difficulties in the beginning of their time in Rauma with understanding the guides and information in the cityscape because all the information is mostly in Finnish.

The respondents told that in free time they had taken part in Finnish language courses in Sataedu and they both are willing to learn Finnish. Their children can speak and understand some Finnish because they have been in a Finnish kinder garden which also makes the parents more willing to learn the language. Both respondents have been exercising some sports like running and gym, but they had not taken part in any sport clubs etc. The respondent D told that he took part in Karhuviesti with his local friends and the employer of respondent D had sometimes arranged some free time activities. They both hoped to get more information about free time activities where to bring children with. The only place where the respondent E has went with their children was Sinilintu kinder garden which she has found very good place especially for foreigners. She also said that it is a shame that only a fraction of foreign mothers living in the region had heard about Sinilintu.

Both respondents described their commitment level quite high. While asked are they willing to continue living and working in Rauma in the future they said that right now it feels good and safe, but you never know what happens in the future. If they would lose their jobs they would probably move back to Poland because they know how difficult it is to find a job in Finland if you do not have good Finnish language skills.

Interview 4

One of the interviewees was a young, 26 years-old German gardener who had lived in Finland for two months and had studied agriculture in Germany. The interview was held at his home on 13th of April 2013. The respondent F worked for Keltämäen Puutarha and he got the job after doing his practical training for them. The respondent had moved to Finland because of his girlfriend and he got the practical training and his job with the help of his girlfriend's family. The interview was based on the themes listed in appendix 2, the semi structured interview.

Talking about Rauma and the culture, the respondent F told that he likes the place and appreciates a Finnish way of living and working. He found the living conditions good and mentioned that Finland is one of the best places he had lived. The respondent emphasized that for a person who does not speak any Finnish, Rauma is a good

place to live because of the informing and level of English skills are good in the city. “Rauma is an easy place to live if you are a foreigner. It is very international”, said the respondent F. While asked if the informing and communicating with English could be better, the respondent said that it could be improved but yet he has not faced any situation where he had not managed with English.

Before moving to Rauma, the respondent F had visited Rauma for few times and as mentioned before he also did his practical training in the region which lasted 10 weeks. The reason why the respondent moved to Finland was not related to work, but because of his girlfriend’s family he knew that after moving to Finland he would get a job from Keltämäen Puutarha. He said that having a job of course had affected the moving decision. While asked if it has been difficult for his employer to have him, the respondent believed that his foreign back ground was never an issue for the employer and they have managed well. The respondent wanted to emphasize how he was lucky to get the job, because without any kind of network it would have been almost impossible to get a job because he is a foreigner. He also highlighted the importance of a degree while working abroad. The respondent F told that he had applied also to other agricultural companies like dairy farms but none of them was ready to hire a foreigner.

While discussing the commitment level, the respondent F told that he is very committed to Finnish culture and Rauma even though he has not lived here for a long time, only a few months. He finds Rauma his home now and he sees his future in Finland as well. The only thing that has affected on his commitment negatively has been the language. He does not speak any Finnish, but he will apply to Finnish language courses next autumn. He finds that the Finnish language skill would be an asset related to everything – free time, work and family and he told that after learning the local language everything will be easier and he would feel much more committed to the city and the culture. At the moment he described that he had no any other difficulties except the language barrier. He mentioned that he would like the idea of the companies operating in the region would require the foreign workers to learn Finnish, because that way working would be easier for both parties - the employer and the employee.

After discussing about the commitment, the respondent F was asked to share the cultural differences and difficulties he had faced in Finland. The respondent told that he considers the Finnish and German cultures to be very much alike and he had not faced any big culture shocks. He believed that the reason for this might have been his girlfriend who is Finnish. He thought that while living with a Finnish person the habits come familiar more easily and cultural shocks are not so big.

The respondent described his free time activities to be quite normal. He has a dog which requires a lot of company; he works long hours and spends time occasionally with his local friends. He has not missed his home a lot but he visits in Germany quite often, every fourth month. The respondent told that after learning some Finnish he would like to join some football club because without Finnish language skills he finds it difficult. While discussing about the language matters again, the respondent said that he does not want to live in a country which language he does not understand. He occasionally does not like the feeling that people have to talk to him in English and he does not anticipate anyone to do that.

While asked if the respondent had visited in any service provider's offices, he told that he had only visited Kela and there the service was fluent with English. He told that he would like to have some service or documents in German but he does not find it that important. While asked about the use of any other service providers, he told that it has not been necessary for him to visit any other offices because he still has no Finnish nationality and he is staying on a temporary residence permit at the moment. About the immigration office he had not heard before the interview.

The improvement ideas the respondent told and were discussed were mostly related to language matters and informing. He described Finland being still quite "out of the system" what it comes to the immigration matters and informing with other languages. Some issues like employment and informing with English should be improved.

Interview 5

The fifth interview was done with a French woman who had lived in Rauma with her family for four years. The interview was held at her home on 9th of May 2013. The

respondent G worked as an assistant in Olkiluoto but she did not tell in which company. She only told that he has a contract for Adecco which is a private employment agency. The respondent G was about 30-40 years old and she had two children aged 2 and 5. The reason why they had moved to Finland was that respondent's husband worked for Areva in France and he was offered a chance to work in Olkiluoto.

After moving to Rauma, the respondent G found the place nice and good for families with children. First she did not have a job and she searched for it for several months. After being unemployed for a long time, she got a job opportunity from Adecco and has been working there since. The respondent G told that the whole job seeking process was very difficult because she did not know where she could apply as a foreigner who did not speak any Finnish. She told that she would have needed more support in the job seeking process.

While asked about her commitment level, the respondent told that the whole family has committed to Rauma quite well but still they feel like foreigners in the city. She told that they are not willing to stay in Finland permanently even if at the moment she did not know for how long they are going to live in Rauma because the contract of her husband could end or to be continued. While being unemployed the respondent G told that she had difficulties to commit into the city and life in Finland because she felt so alone while staying home without any friends or a job. She also mentioned that she believes that if she would learn the Finnish language she would feel much more committed than now, but now when she had a job, she had no time to take part in any Finnish language courses.

While discussing about the difficulties she had faced during her time in Rauma, she told that finding a job had been complicated. The respondent G told that the biggest challenge she had faced had been passing the Finnish driving school which she applied to because she needed a driving license. Also language barriers have brought some difficulties especially at the kinder garden where the kinder garden teachers did not speak fluent English. The respondent G told that it has been difficult to understand how her children have got along and that is why sometimes they have used the services of interpreter.

Talking about the free time activities, the respondent G told that she has few sport hobbies where she had get accustomed to the Finnish manners and local people. She has one friend who occasionally informs her about local events and happening arranged in the region. The respondent G told that her employer does not support any hobbies or free time activities but it has not bothered her.

While the conversation got on to the use of service providers, the respondent G told that in addition to the registration at the city administrative court and police department, she has visited Kela and the tax administration. She described the services of Kela good and she was served with fluent English which she well appreciated. At Kela she had not faced any major difficulties but e.g. with the taxation procedures she confessed to be confused about the whole system. She pointed out that sometimes in cases like this; she would like to be served with her own language. The respondent G also told that her colleagues and friends have been helpful and many foreigners have been supported by their local friends with bureaucracy matters. At the end of the discussion she told that she had not heard about the local immigrant office before.

While asked if she had any improvement ideas, the respondent G told that it would be nice to be more often informed about local events and bureaucracy matters in English. Occasionally their family has received some letters from different authorities in Finnish which they would have needed in English. This has caused sometime small confusion every now and then.

Interviews with private employment agencies and service providers

There were two private employment agencies involved in the research. In both cases the interviews were held in their offices and the interviews were recorded. The interviewees were Merja Nevalainen from Manpower Rauma and Elina Koskela from Opteam Rauma.

Interview 6

The interview with Miss Nevalainen was held on the 20th of December 2012 in the office of Manpower Rauma. The interview was based on the themes of semi-

structured interview in section 2 (Appendix 2, themes of discussions with the service providers and private employment agencies). During the interview it was established that Manpower has done international recruitments for many years and companies often hire workers via Manpower, especially in the beginning of the employment. After the employment period with Manpower ends, the employees either find another job, move back to their home countries or the work contracts are transferred from Manpower to the employer company. Most of foreign workers recruited by Manpower have been clerical/ white collar workers and they have worked in industrial companies.

While discussing about the first period of immigration, Ms Merja Nevalainen explained that Manpower is actively involved in its employee's early-stages where one needs help with accommodation and different state offices and registrations. Manpower also explores the new home town with employee to ensure one knows where to find places required. The most common problems foreigners have faced were related to language barriers. Ms Nevalainen said that the foreign workers often find it difficult to understand Finnish taxation and labor legislation matters like annual holidays.

While asked improvement ideas for the commitment process of foreign workers, Ms Nevalainen suggested that in order to facilitate the commitment process the required authoritative registrations and matters should be handled before the work starts. She has noticed that it has been difficult for foreigners to visit the state offices which are often closed at 4 pm because of their working hours. According to Ms Nevalainen, the cooperation with the service providers, companies and employment agencies could be increased in order to create a common understanding on integration and commitment process of foreign workers.

In the end of the interview, Ms Nevalainen was asked about the foreigners' free-time activities. During the discussion it turned out that most of foreign workers are working long hours and hence they do not have spare time for free-time activities. According to Nevalainen the foreigners have not complained about the amount of work. Most of them are "here to work and nothing else".

Interview 7

The interview with Ms Elina Koskela was held on the 15th of January 2013 in the office of Opteam Rauma. The interview was based on the themes of semi-structured interview (Appendix 2, themes of discussions with the service providers and private employment agencies). In the interview it was established that Opteam has 5 years' experience of international recruitment and most of the international recruitments are made from Philippines, Poland and Slovakia where Opteam has their own local offices. According to Opteam most of the foreign workers in Rauma are working in the industry either as engineers or blue-collar workers in professions where labor shortages in Finland often exist.

First Ms Koskela told that while purchasing international recruitment services from Opteam, the employer company entrusts the recruitment procedures to Opteam totally. In most cases the companies recruiting workforce hire foreigners via Opteam for approximately one year, depending on the length of the contract of the employment. Later on the work contract will be transferred to the actual employer company, which means that the worker is no longer Opteam's employee. While Opteam is acting as the employer of the foreign worker in the beginning of the immigration, it is easier to ensure that all the moving procedures are taken care of. Opteam takes on its responsibility the Finnish language tuition of foreigner and determines the know-how of the employee. Ms Koskela also told that Opteam also takes care of familiarizing the foreign worker on Finnish professional life and every-day life in Finland and Rauma. Finding the accommodation and ensuring that working in the company has taken off are also on Opteam's responsibility. Opteam also skirts the state offices with the foreign worker in Rauma to ensure that all the registrations and official notices are taken care of with the authorities and each office required is found by the foreigners.

While asked about the foreigner's use of different service providers and if those had caused some problems, Ms Koskela answered that she believes that the authoritative registrations are not the biggest problems to disturb or affect negatively to the commitment and integration process of foreign worker hired by Opteam. Still it is valid to notice that only a part of foreigners are recruited in cooperation with the private employment agencies and thus the rest of the foreign workers may have problems with the declaration and registration matters with different authorities. Ms Koskela told that she had noticed that even though Opteam skirts the state offices with for-

eigners they often encounter problems in taxation matters. As the taxation procedures are different in each country, it requires time to understand the process and practices of taxation. Also a Finnish taxation guide in most commonly needed languages in Rauma, like in Polish, could make the comprehension of taxation easier.

Instead of the authoritative registration, the interviewee Ms Koskela did state that the language and communication related issues, cultural differences and family matters are making the commitment process more difficult. The creation of a social network has an important role in the integration as well.

Even though Rauma and other municipalities are offering Finnish language tuition for immigrants in civic colleges etc, Ms Koskela believes that foreigners still need some kind of a system, which could make the participation in language tuition easier. According to Ms Koskela, there exists an abundance of different organizations offering Finnish language tuition with a range of different procedures and techniques, and hence the foreigners might find it difficult to choose the right source of education. Ms Koskela also emphasized that it is also important to understand that those who are going to stay permanently in Finland need a long-term language tuition enabling them one day to speak fluent Finnish. So called crash courses are recommendable in a case of a foreigner staying only temporarily in Finland/Rauma.

While discussed about family matters, Ms Koskela said that it is important that the family of foreign worker is able to move with the worker. When one works for a long period or permanently abroad, the need of an own personal life and family support are extremely important - especially while not having any other local social network than that of the fellow workers.

In the end of the interview, Ms Koskela was asked to tell her experiences about the culture shocks her clients have faced. Ms Koskela wanted to emphasize that culture shocks are common in immigration and those are difficult to avoid. She also said that to minimize cultural differences which are causing difficulties in the integration process it would be beneficial to unfold some of the most common Finnish customs and habits to the foreigners in the beginning of immigration. During the interview, when discussing about culture shocks, it was pointed out that the employers should be

more active in teaching foreign workforce more about local culture, habits and Finnish ways of doing things including the company's own culture and working methods.

Interviews with service providers

Interview 8

Interview with the Immigration office was held on the 23th of January 2013. Interviewees were Ritva-Liisa Korpela and immigration coordinator Juho Suoramaa. The interview was based on the themes listed in the Appendix 2, the semi-structured interview.

First both interviewees were asked to tell about the services of Immigration office. The interview revealed that Rauma's Immigration office helps the foreigners by guiding them during their first time living and working in the Rauma region. The office collaborates with different service providers such as employment and economic development office, Kela, register office etc. Ms Korpela summarized that the Immigration office operates in all sectors of the society. She said that in spite of Finland's poor employment situation the companies need foreign workforce because there is not enough workers and know-how in certain lines of business. According to Mr Suoramaa amongst the qualified welders and nurses there exists a shortage.

During the interview both Ms Korpela and Mr Suoramaa emphasized the importance of cooperation with companies which are using foreign workforce. Their opinion about the matter was that companies using foreign workforce should be more involved in the integration process of foreign workers by being in contact with service providers and the city. According to Ms Korpela, formerly as the use of foreign workforce was more common in Rauma region the companies were more involved and they placed more effort on foreigners' commitment process, but nowadays the involvement has decreased. Without the cooperation of companies it will be difficult to improve the commitment process.

While discussing about free-time activities in Rauma both Ms Korpela and Mr Suoramaa were not sure if foreign workers need more events or hobbies arranged for them. According to Mr Suoramaa the most of the foreign workers work 5-6 days a week for many hours per day and thus they prefer to spend their free-time at home

resting. Still probably the not-working spouses and children of foreign workers might be interested in taking part in happenings related to sports and culture. In the interview it was revealed that the city of Rauma and different committees and associations have tried to arrange free-time activities for foreigners, but information gaps have complicated the arrangements. Ms Korpela told that it has been difficult to get a hold of the foreigners because there is no system by which the most of Rauma region's foreigners could be reached. According to Ms Korpela, foreigners appreciate face to face information. While asked about the major difficulties they have faced with foreigners, the interviewees expressed the assumption that the biggest difficulty is not as such in arranging the activities for the foreigners but in arranging multinational activities. Ms Koskela emphasized that yet some kind of culture committee which focuses on arranging happenings and activities for foreigners could significantly boost the integration process. This kind of committee would require certain organizer and naturally sufficient funding as well. Whilst discussing the information and communications it turned out that the interviewees had noticed that all the information, guidance and commercials in billboards etc. in Rauma are mainly only in Finnish.

Interview 9

The employment and economic development office of Satakunta was involved in the research and the interview was held in their Rauma's office on the 25th of February 2013. The interviewee was Raija Tammela who is working as the expert of immigrant services in Rauma's office. The interview was based on the themes listed in the Appendix 2, the semi-structured interview.

First Ms Tammela told that her customers are foreign unemployed jobseekers which are eligible to benefit from the exact same services as Finnish unemployed jobseekers. Their services consist of job seeking services, labor market training, vocational guidance and career planning etc. The most of all foreign jobseekers in Finland are living here either on a temporary or permanent basis. Only a fraction of the jobseekers has been looking for a job in Finland from abroad because it is difficult.

Ms Tammela told that in February 2013 there were approximately 300 - 400 registered unemployed foreigner jobseekers in Rauma region. The number has varied as

well as the whole employment situation in Satakunta because of the poor economic situation of the whole country. Most of the foreign unemployed in Rauma have worked at the nuclear power plant in Olkiluoto and now lost their jobs or they have moved here along with their spouses and have been unemployed ever since.

While asked how much foreigners use the services of the Employment and Economic Development office of Rauma, Ms Tammela said that it depends. The foreign unemployed jobseekers have visited on regular basis. According to Ms Tammela, in the meetings with the foreigners and the experts of the immigration service, they plan the employment process and try to find the best solutions on how to find a job for a foreigner. In Raumas office foreigners have been counseled in Swedish, English and German or with the help of an interpreter. For many of the unemployed foreigners, the employment and economic development office is the only authority they know and due to that Ms Tammela gets questions related to other issues as well which are in fact not at all related to employment matters.

During the discussion it came out that the most of the foreign unemployed jobseekers are blue collar workers. Only a fraction are so called white collar workers because most of them are either moved back to their home country or recruited into another company. Ms Tammela also told that the foreigners who have moved along with their Finnish spouses to the region have a university degree but those rarely are comparable with the Finnish education and hence the spouses often need to improve their education in Finnish school system.

According to Ms Tammela, those foreigners who have moved to Rauma region with their families are more willing to stay in Finland because they have already somehow adapted here. While asked more reasons for commitment, she said that many of the foreign families are willing to stay here as the social security is often much better in Finland than in other European countries. An unemployed foreigner is eligible to benefit from Finnish social security system if one has registered as unemployed jobseeker. Those who have moved here alone without the family members have often moved back to their home countries or they have stayed here because of the good social security system and better working opportunities.

Those who have moved to Rauma region are mostly jobseekers or people who have a Finnish spouse. According to Ms Tammela, foreign husbands are often from India, Turkey, Morocco or Egypt and foreign wives as for are often from Thailand.

Ms Tammela explained that the employment situation of foreigners in Rauma region is poor as the Finnish language skills of the jobseeker are not adequate. The interviewee stated that the Finnish language skills have been the biggest obstacle affecting to the employment and at the same time into integration. Those who are counted among the long-term unemployed will be guided to Finnish language courses of the employment administration. This way the unemployed get better chance in finding a job because Finnish language skills are a base for employment opportunity in Finland. Finnish language course offered by the employment administration includes 60 credits. While asked the reason for providing language tuition, Ms Tammela stated that without Finnish language skills it has been difficult to get a job from anywhere else than Olkiluoto because it is the only international working environment in the region where Finnish language skills are not necessarily required. Finnish language is known to be difficult to learn and according to Ms Tammela at the same time most of foreigners in Rauma region are willing to learn the language because they understand the importance of it.

The employment and economic development office of Satakunta has cooperated with the other service providers such as Kela and the Immigration office. According to Ms Tammela the cooperation with social service and city of Rauma could be improved as the foreign unemployed jobseekers are concerned since they often need their services and help as well.

While asked about the cooperation of different companies and service providers, Ms Tammela told that the employment and economic development office cooperates with the companies by visiting their offices. As the Finnish companies are concerned there does not exist any need for “advertisement” of the services provided as the Finnish companies are familiar with employment administration’s services. But the truth is that the foreign companies operating in Rauma region do not have the same kind of knowledge of the employment administration matters and according to Ms Tammela this field might require some kind of development. The employment and

economic development office of Satakunta pays local company visits to Finnish and foreign companies every now and then.

While discussing the subject of the support of companies in the immigration process Ms Tammela told that the support level varies a lot between companies. Those foreign workers who are extremely important for the company are been helped and supported by the employer. According to Ms Tammela employers have been supporting their foreign employees with the language courses by guiding them to take a part on courses etc. But the employees who are not as vital or in such an important position in the company are probably not receiving the adequate level of support.

As to the commitment level of foreigners in Rauma region Ms Tammela believed that the nationality has an impact on it. She told that those who are not working “24/7” are interested in participating to hobbies and events. Still most of them are not capable to take part because of language barriers. “If there will be arranged free-time activities for foreigners in their own language, they are definitely interested to join”, said Ms Tammela. Hence some free-time activities in their native tongue for the biggest nationality groups in Rauma region such as Estonian, French, Russia, Polish and Thai would be certainly welcome.

Interview 10

The interview with the Finnish social insurance institution was held on the 10th of April 2013. The interviewee was Raili Männistö, who is the head of Rauma’s Kela office. The interview was based on the themes listed in the Appendix 2, the semi-structured interview.

Ms Männistö told that the most common reason for a foreigner to visit Kela are the unemployment and housing allowances. Foreigners are eligible to benefit from Kela’s unemployment and housing benefits if they belong to the Finnish social security system and they have been evaluated to need financial support for living.

In order to provide unemployment benefits to a foreigner, Kela needs a statement from the employment and economic development office, with which Kela co-operates quite a lot. Rauma’s Kela office does not actually co-operate very much with any other service provider or with the local companies. According to Ms Män-

nistö there should be better co-operation to improve the guidance and help with the local foreigners. Formerly the local Kela office had better co-operation with Olkiluoto companies but nowadays the co-operation hardly exists. In Olkiluoto the employer helped their own foreign workers with authoritative matters such as filling the forms etc. According to Ms Männistö this kind of guidance given by the employer might speed up the processes and both parties would benefit as the authoritative matters could be taken care of more quickly without big delays.

Ms Männistö believes that the foreigners have not faced big problems related to Kela's services. Sometimes foreigners have visited Kela in order to find the way to different offices but that Ms Männistö finds understandable. In cases like this Kela's personnel guides the customers to the right place. The foreigners are often very adaptable and patient which makes it easy and effortless for the Kela's customer service to help them. According to Ms Männistö, the foreigners well understand that guiding them is more difficult than the Finnish citizens.

Throughout the interview Ms Männistö emphasized that foreigners are friendly, respectful and it has been pleasant to guide and help them. There exist hardly any other major difficulties with the foreigners except for the language barriers. The local office has tackled these difficulties by training their customer service personnel in English skills. They also have used interpreters if so needed. According to Ms Männistö, foreigners with poor English skills do find it too challenging to use Kela's phone services.

As to the family matters, Ms Männistö told that the most common difficulties are related to the benefits and subsidies. When the spouse and perhaps the children of foreigners have moved to Finland, the most of the foreigners had taken care of benefits in advance but occasionally the subsidies have not been processed as fast as wished for.

Even though the cooperation with local companies has decreased, Ms Männistö told that there hardly exist any big problems with the employers. Occasionally the foreign employees have not been able to get their testimonials or payslips and in these cases Kela has had to contact the employer. Still Ms Männistö told that further co-

operation with the employers having a lot of foreign workers could improve the fluency of the Kela process.

Interview 11

The interview with the Police department of Satakunta was held on the 6th of March 2013 via telephone. The interviewee was Mr Hannu Krank from Satakunta Police office of Pori. The interview was based on the themes listed in the Appendix 2, the semi-structured interview. Because the Police has a different kind of role in the immigration process of foreign workers (in comparison to the other service providers), the interview was focused only on the activity and difficulties related to the residence permits of the foreign workforce.

While asked about the foreigner's use of police services Mr Krank stated that foreigners from EU countries have used actively police's services and most of them are responsible in connection to the residence permits etc. Reason for their activity is related to their strong will to have the permits in order because otherwise their working in Finland is at risk.

Mr Krank also told that the most common difficulties with residence permits were related to foreign workers from the third countries. Occasionally these workers have problems with revising the permits and in these cases the police department has to contact them and make sure they will revise their permits immediately. Mr Krank emphasized that the serious attention needs to be paid to the cases where the employer has been changed and a foreigner has not been granted a new fixed-term residence permit. He explained that the residence permits for the employment must be reviewed if the circumstances of the employment have significantly changed; either the employer or the job itself is completely different from the former one. Mr Krank said that this "problem" could be improved by guiding the employers to verify on regular basis the validity of the residence permits of the third country residents. Otherwise according to Mr Krank the police department of Satakunta has faced no difficulty related to the foreign workforce.

Interview 12

The first interview with a company representative was held on the 3rd of July at the representative's home. The respondent H was a site management assistant in a German construction company operating in Olkiluoto. The company employs approximately 100 employees of which only one, the respondent H, was from Finland. According to the respondent H, the company has employees from Germany, Spain, Bulgaria, India, Austria etc. and 20 of them are white-collar workers. The company also uses some subcontractors and only few of those are Finnish. The respondent H and the company he represented wanted to stay anonymous.

First the discussion was based on recruitment process. The respondent H told that the recruitment is made by the head quarter located in Germany. The employers working in Olkiluoto have had quite high turnover and most of the workers have been already on the payroll of the company in Germany and came to work in Olkiluoto on a temporary basis. The majority of the employees in the company are not planning to stay in the region for longer than the working contract requires. On the other hand the recruitment channel, the company uses the most in Olkiluoto project is based on informal channels like bush telegraph. Often a subcontractors change their employees quite often and the informal recruitment channels are often used. Still the head quarter takes care of paperwork, informing etc. According to the respondent H this complicates the recruitment system because the communication from their side is difficult without direct contacts to the employees. The respondent H and her colleague take care of company's HR in Olkiluoto and through the whole process they are not in direct contact with the new employees, as the head quarter staff are taking care of it. The respondent told that this is quite common way to handle recruitment in Olkiluoto and the biggest reason for this recruitment system is the language barrier. Most of the workers do not speak English so fluently that they could handle the recruitment issues and documents with any other than their own mother tongue which often is German. The interview proved that the language barriers are also causing problems at the site.

While the discussion turned to preparations before hiring a foreign worker, the respondent told that the company takes care of the accommodation of the employee, and pays most of the rents. The moving arrangements are often on assistants' responsibility. No other benefits are included in the working contract. Before the foreign

worker starts to work for the company also matters like insurances and working permissions have to be taken care of. Hence the recruitment requires a lot of paper works and time.

The company also helps the employee with bureaucracy matters and one of the assistants always comes along with the foreigner to register at the local police station and tax administration as the worker has arrived to Olkiluoto. The respondent H told that because of language barriers and cultural differences it is almost necessity that someone local or English speaking company representative goes along with the foreigners. While asked if this system has been found useful, the respondent told that it is effective but it often takes time. Hence the respondent told that it would be great if the company representatives who are taking care of HR issues could have direct contacts with the service providers. This would save time and effort because depending on the worker, they all have different needs from the service providers. The respondent H hoped that the assistants could handle some issues or discuss the concerns with the service providers via phone or e-mail.

According to the respondent H, the foreigners are adjusted and committed to their work, but not so much into the culture and life in the region. They are always working for long hours and while having few days off; they fly to their home countries to meet their family. Some of the workers have been interested in local events and free time activities but the level of participation is not high. The respondent H told that she always tries to inform the employees about local happenings etc, but because their work requires so much energy and time only few of them actually participate. Foreigners have also searched information about the events from the website of Rauma city but it has not been considered to be as comprehensive as it could be.

In the end of the discussion the issues like labor legislation, taxation and working methods surfaced. The respondent told that the foreign companies operating in Olkiluoto are not very conscious about Finnish labor legislation and taxation matters. For example employers and employees do not always know how much they can work and earn on overtime. Also issues like how much the employer should pay while working on national holidays and what the employees could require from their employer are not familiar. Also guidance on taxation matters is always handled at the tax administration office as the employers are not familiar with these issues. While

asked if the employer has studied Finnish labor legislation or taxation matters, the respondent H doubted that. She explained that often as some problems appear, only then the matter will be checked from the statute book, not in advance.