



Employee Experiences in International Recruitment

Guidelines for SOL Henkilöstöpalvelut Oy

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ABSTRACT

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This thesis was commissioned by SOL Henkilöstöpalvelut Oy, to help them find out how they can internationally recruit long-term employees for their customers. The purpose of this thesis is to find out employee experiences of what makes them satisfied with their career and jobs, as well as their organizations to reduce turnover of employees. Answers to this question would be searched via the chosen research method of a literature review. Research about employee turnover, job satisfaction and experience in international recruitment would form a basis of understanding what the underlying issues are. The aim was through the literature review, to get the answers and thus form the guidelines for the future for SOL Henkilöstöpalvelut.

Fifteen global articles were ultimately chosen for the final resource material for the literature review from the two databases of Business Source Ultimate and ABI/INFORM. These fifteen articles were quantitative studies from around the world done in countries such as the United Kingdom, Vietnam, Brazil, and Indonesia. The articles undergone a thematic analysis, which clearly resulted in multiple significant surfacing themes surrounding this subject. These recurring themes were job satisfaction, thriving and happiness at work, managers creativity in the recruitment process and ethical leadership, as well as diversity management. These themes were all related to employee turnover intentions in companies and overall job satisfaction. The connections between all the themes were analysed.

In conclusion, the results from the literature review showed that for example job satisfaction and employee empowerment had a clear connection to employee's intent to leave companies. Managers' roles are important as they need to be clear and encouraging to their employees, since organizational attitudes are mirrored by employees. Recruiting managers also need to consider their inner bias, as research showed international job seekers are at a disadvantage from the start in their search for jobs abroad.

Key words: employee experience, employee turnover, international recruitment, job satisfaction and happiness at work.

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1 INTRODUCTION

According to the Occupational Barometer (2022) which is published by the Ministry of Economic Affairs and Employment of Finland, there is a huge shortage of for example, machinists and welders throughout Finland (FIGURE 1 and 2). Expanding the search to foreign countries could be beneficial for companies in helping to find much-needed workers. Finding these employees from abroad is only the first step. After the process of immigrating for work and started working life in another country, it is not guaranteed the employee wants to stay. Managers and companies need to be able to bind and commit these employees to their new organizations and Finland as their new home country. This was the chosen theme for the thesis.

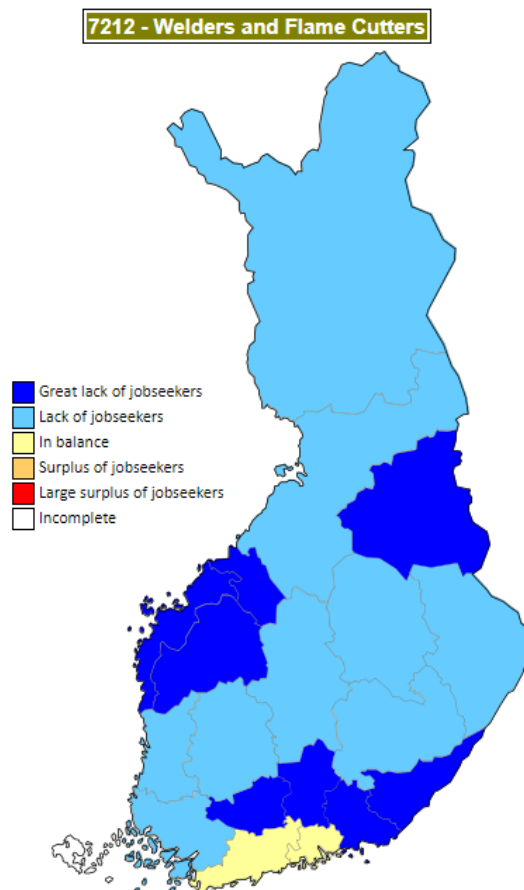


FIGURE 1. Map of Finland highlighting the job situation of welders and flame cutters. (Occupational Barometer, 2022).

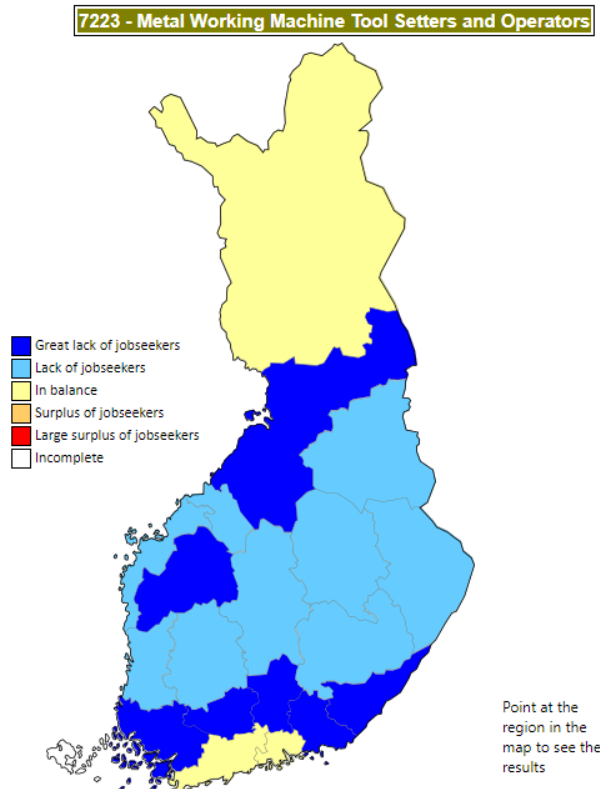


FIGURE 2. Map of Finland highlighting the job situation of metal working machine tool setters and operators. (Occupational Barometer, 2022).

Due to the labour shortage in Finland (Ministry of Economic Affairs and Employment of Finland, 2022), companies need to look abroad to find suitable workers for themselves, or for their customers. Immigration is a long process and ideally not done for only a short period of time. The chosen theme for this thesis is the employee experiences of international recruitment and working life. Job satisfaction and commitment to organizations will be an important theme for the research as well.

The literature review consisted of fifteen articles, that introduced quantitative studies done globally about subjects such as job satisfaction and why employees are or are not interested in changing jobs. The reason behind choosing international resource material, is the fact that there is little research done on this subject related to Finland specifically. The resource material used for the results of this thesis are universal, because the results found in the literature review are in connection between each other and thus could be adapted to Finland. Immigration into Finland is a new trend, and now due to Finland's aging population, the

amount of labour immigrants is only growing (European Migration Network, 2022).

1.1 Commissioning Company

The company SOL Henkilöstöpalvelut Oy or SOL HePa for short is a part of the SOL Group. Choosing this theme and topic was related to the internship period of four months in this company. SOL HePa is a human resource company, focusing on staffing, which specializes in the industrial, logistics, and construction segment. SOL HePa helps their customers find suitable workers from welders and machinists to production workers and cleaners and others. SOL HePa also provides their customers with different human resource management services ranging from fulfilling customers' needs for more employees, to managing their employees' employment related affairs such as sick leaves and employee wellbeing.

SOL HePa has turned their eyes towards international jobseekers to fill vacant jobs their customers have such as welders or machinists. After helping employees find jobs in Finland and settling down, emerged a question that needed answers. They wanted to know how to ensure their immigrant employees' loyalty and commitment to their new organizations and home country of Finland. Therefore, research via a literature review will be conducted to find answers for SOL HePa and the result of this thesis are the guidelines for them in this matter.

2 THESIS PROCESS

The general structure of the thesis was formed into a timeline. It started with the data search to summarize a theoretical background of the subject. The thesis began with the introduction of the commissioning company SOL HePa and introducing their desired goal for the thesis. The purpose and goals of the thesis had been designed together with company.

The first part formed the basis of what is already known and done during immigrating for work into Finland and research about the experiences of immigrants in Finland added to the theoretical background. To add more knowledge about the matter, different details about why immigrants would want to leave Finland, showed different ways as to why Finland is a difficult country to move into. This added to the background to help SOL HePa realize where some problems lie and what to take into consideration when practicing more and more international recruitment.

Employee experience and perception of their organizations around the world, as well as studies about what makes employees universally satisfied with their jobs was done. The literature review was done to gain insight, and peer reviewed data supported the claims and guidelines as the results of the thesis. Using peer reviewed data as a base and structure has a stronger impact on the factualness of the end results.

After gathering and analysing both theoretical and empirical data, the results were be reported and used. The results of the data analysis were used to form the guidelines for SOL HePa, so they can make this process as easy and satisfying as possible to all parties. These guidelines include the themes of how to maintain satisfied and committed employees and reduce employee turnover. Both the results from the background research and literature review helped form the finished guidelines, as valuable information emerged from both forms of research. The background research helped form a basis knowledge for what is happening as of right now in immigrants' lives in Finland and what literature review taught what has been researched via studies done abroad.

The results however were also aimed to possibly be applicable and usable for other companies, not just for SOL HePa specifically. The conclusion of the thesis report was made to be clear and factual, taking into consideration all the gathered and analysed data. The possible limitations of the thesis were considered and reported.

2.1 Objective, Purpose, and Research Questions

The purpose of this thesis was to find out more about the different experiences of employees together with what makes them satisfied with their career and jobs, as well as their organizations to reduce turnover of employees. To form guidelines for SOL HePa, the thorough research of employee experiences, reasons to change jobs, and job satisfaction was conducted via a literature review. These guidelines may also help other companies alike in their international recruitment to Finland and provide ways of ensuring employees' job satisfaction rate and commitment to their work organizations.

The underlying question the thesis was supposed to answer was, how can SOL HePa help their new immigrant employees be satisfied with their new jobs and Finland as their home country, and thus be committed and willing to stay. This was done through the research question of what employee experiences of their organizations have been in the past, focusing on job satisfaction.

The objective of this thesis was to firstly, form a basis of the subject in a form of background and theoretical research. Secondly, to find out the answers to SOL HePa's research question via a literature review. Thirdly, to create the guidelines SOL HePa can use in their international recruitment and support of their new employees. Applying the results of part one and two of the thesis will guide SOL HePa to help their immigrant employees adjust to their new organization and thus support their commitment to staying in Finland.

The goal of this thesis was to find the best possible way for SOL HePa to support their employees in adjusting to their new home country and organizations, while keeping in mind their customers' wishes to recruit long-term employees. SOL

HePa needed to find a way to ensure their immigrant employees' loyalty and commitment to their new home country and organization. Whether it be making sure there are ways to move forward in their career, help their families come to Finland or coaching their contact persons in the customer companies to better manage diverse work environments, or something else. The answer to this research question was sought after.

Research question:

1. What are the experiences of employees and their perception of their organization and working life?

Tasks in forming the guidelines:

2. What can SOL HePa do to ensure their immigrant employees are committed to their organization and to staying in Finland?
3. How can SOL HePa support their immigrant employees adjust into Finland and their new workplace and ensure job and career satisfaction?

2.2 Concepts and Theory

According to the Finnish Institute for Health and Welfare (2022) Finland is rapidly aging, and they claim that by 2030 there will be 26 percent of over 65-year-olds. Finland needs immigrants due to the aging population and lack of work-aged people, to help with its economy and to attract more foreign investment (Ministry of Economic Affairs and Employment of Finland, N.d). In order to form the theoretical background information, experiences of people who have moved to Finland and how they perceived the country, and how difficult is Finland for immigrants was investigated. As job satisfaction is an important recurring theme in the thesis, background on why it is important will be introduced.

The results of the literature review formed the guidelines for SOL HePa on how managers can ensure job satisfaction and commitment. Researched background

theory explained what goes on and what needs to be done when moving to Finland. The following concepts were considered and used to form the main research sentence for the database systematic search: “international recruitment”, “employee experience”, “job satisfaction”. These are the concepts that describe the employee experiences of international recruitment and helped find answers to SOL HePa’s underlying question.

2.3 Background Theory

Collaborating with people in this field and seeing how staffing works, formed the idea of studying the experiences of employees more in depth and what makes them committed to their jobs. SOL HePa wants to expand their search for suitable workers for their customers more to foreign countries, but first they need to take into consideration how accommodating Finland is for immigrants.

To help understand the base and background on immigration and the perception of immigrants in Finland, introduces SOL HePa of the recurring problems they might be facing in their international recruitment. Recognizing these themes and problems, can help SOL HePa later, and they can be more able or prepared to minimize or avoid, or if occurred act accordingly and appropriately. The theory part of the thesis considered the following things and were applied to Finnish society: What is the international recruitment process? What steps do the employees need to take before coming to Finland? How is Finland for immigrants? What makes employees be satisfied with their career and jobs? What reduces turnover of employees?

Theory behind why Finland is not a very welcoming place for immigrants, forms a better outlook on how SOL HePa should act to avoid those experiences in the future. Whether it is a different approach from a management perspective, for instance trying to teach diversity management to everyone in a supervisory role, or something else. Looking from a practical point of view, it is important to also take into consideration the fact that there is an abundance of things to get done when moving to another country from applying for all the permits to figuring out food shopping.

2.3.1 Immigration Process into Finland

Depending on the nature of the persons stay, means what type of documents need to be applied for. Finland belongs to the European Union; therefore, citizens of the EU can move to Finland and live there without a residence permit. EU citizens however do need to be registered to the Finnish Immigration Service, which is the authority responsible for all versions immigration into Finland from labour immigrants to asylum seekers. There are different types of permits that can be applied via EnterFinland (N.d.): permanent, extended or first residence permit, seasonal work, and Finnish citizenship.

The Finnish Immigration Service (2022) has listed details employers must consider when bringing foreign labour. Starting with making sure all the employee's documents and permits are valid, to taking care of the employee in the future. The employer should also help their immigrant employees to register at the local Digital and Population Data Services Agency office, to get a Finnish personal identity code and help them open a bank account (suomi.fi, 2021).

2.3.2 Finland Through the Eyes of an Immigrant

Even though international workers are needed now in Finland, it is however a difficult country to move into. Yle News, which is a national news broadcaster in Finland, did a study on how immigrants found Finland as jobseekers and the results explained the unhappiness felt by these immigrants. Jobseekers came forward with cases of discrimination and for example difficulty to find language courses (Wall, 2019).

What makes Finland a difficult place to immigrate to? SOL HePa needs to know how they should support their employees, may it be from helping them find after-work activities to help form social networks, or help their families immigrate to Finland as well. There are steps to take even before someone immigrates and starts working, for example making sure customer companies are ready and able to train these immigrants in ways that are supportive and patient, since the immigrant might not know any Finnish. Making sure the training of the employee is

done thoroughly, since proper training has individual, organizational, and societal benefits (Aguinis and Kraiger, 2009). The quantity and quality of social interactions do affect people's well-being (Sun, Harris, and Vazire, 2020). Making friends and gaining social connections will help the employee make a home in Finland, which supports the goal of increasing the employees' commitment and willingness to stay. Even SOL Group which SOL HePa belongs to, are proudly presenting creativity and managing through positivity as important values in SOL Groups management philosophy (SOL, 2022).

The article written in suomi.fi (N.d.) for employers with immigrant employees, also states that employers need to help their immigrant employees' families adapt and adjust to their new society and in organising different matters. The National Audit Office of Finland (2021) agrees and states that too little attention is put into the families of labour immigrants and the opportunities they could bring as well. According to the article, more effort should be put into proper talent acquisition than finding low-paid immigrant employees, since this talent can bring forth other talent, who should be given a place in society and work life as well. May it be the family members or friends of the employees.

In 2021 immigration into Finland increased in all areas, such as workers, students, researchers etc. (European Migration Network, 2022). Sanna Kurronen (2021) did a study on how Finnish people perceive immigrants. Due to Finland's aging population, immigration will become easier, however racism has increased. In the survey, 39 % of survey participants do not only see a reservation in Finnish people towards immigrants, but also see racist inclination. 57% of participants said that racist speech is spoken almost daily among Finnish people. By supporting labour immigration, it could solve Finland's labour shortage issues and help with the economy. The answer to Finland's economic troubles is in immigrant employees, yet they are not welcomed by Finnish people, this must change (Kurronen, 2021.)

Depending on moving to which part of the country, some Finnish people might not know a single word in English. This makes communication and training more difficult. There is also a stiffness in companies and recruiting managers towards employing people not knowing any Finnish unless talking about an international

company, where the day to day spoken language is English. According to a survey done by Taloustutkimus Oy, commissioned by the Centre for Economic Development, Transport and the Environment called Kotona Suomessa (At Home in Finland) in 2020, they found out that only 23% of companies will recruit people not fluent in Finnish language. 63% of companies stated their unwillingness to recruit directly from abroad, one reason being lack of Finnish language skills. However, one thing to be considered is that are these companies even willing to offer Finnish language courses, if the situation occurred, that they would need to recruit from abroad.

Despite all these attitudes, a diverse workplace can be a place for great innovation and productivity. Encouraging and properly managing a diverse workplace, employees can be who they truly are, and valued as such, which has an implication on employees' productivity. Productive employees benefit the company. Encouraging diversity in the classical sense such as gender, culture, ethnicity etc. whilst also adding diverse thoughts, ideas, and creativity to the list, can add to companies' innovation generation (Morris, 2018.) Finnish companies need to start finding the richness in a diverse workplace, or otherwise the number of employable jobseekers will lessen, due to Finland's aging population.

2.3.3 Employee Experience and Job Satisfaction

Employee experience and job satisfaction is an important theme for this thesis and the commissioning company SOL HePa, since working happily is one of SOL Group's values. SOL Group wants their employees to feel empowered and supported, get enough training, and ensure employees feel as important parts of their work community (SOL, 2022.) These values guide and are applied to every person working for SOL HePa as well.

To get more information regarding these themes, a database search and a literature review was done to gain more insight of how employees around the world have experienced their organization. Considering employees who have undergone through international recruitment, people who have a diverse work culture,

and overall, what employees' perception is about their work culture and willingness to commit to their organizations.

To form guidelines for SOL HePa, a thorough research of employee experiences and perceptions was done and conducted via a literature review. Employees need to feel organizational support to reduce turnover intentions. Employees who feel empowered and supported by their managers, together with employees working in organizations with ethical management, are more satisfied (Ganji, Johnson, Sorkhan, and Banejad, 2021.)

The Human Resource Management International Digest (2019) published an article listing possible ways to ensure positive outcomes not only for the individual, but for the organization as well. In the article, it says that giving positive feedback, training, and providing the employees with learning opportunities can lead to an increase in motivation and engagement. This could be beneficial for managers to gain more committed and satisfied employees, which in turn, has a positive effect on the organization itself.

Some supporting questions that were hoped to find answers were: how have employees perceived their workplace? What could be done better inside the organization? What helps the employee commit to their organization and be satisfied with their jobs and career paths? How to prevent employee turnover? These are some of the questions SOL HePa is asking when it comes to their immigrant employees.

2.4 Working Methods and Data

The first step was researching theory on the chosen subject, to help form a basis of the thesis and what goes under the umbrella of international recruiting into Finland, whilst looking employee experience and perception of their workplace in different stages of their career. Also considering employees' job and career satisfaction and the effects on employee turnover in companies. The method of this thesis was a literature review. The literature was systematically searched in the

databases Business Source Ultimate and ABI/INFORM. The data only included resources from peer reviewed academic journals.

According to the University of California San Diego's Department of Psychology (N.d), the steps of the literature review will be the following: 1. Identifying the wanted topic, 2. Conducting the literature search, 3. Reading through the material and taking notes, 4. Organizing said notes, 5. Writing the literature review, 6. Incorporating the literature review into the research paper. These were the steps taken for this thesis.

The research was done to gain understanding of what the actual problems are that keep recurring. These results helped tackle the strategic approach of the end goal, and gain perspective on what needs to be considered more in the international recruiting and the employee experience of the immigration and adjustment process at SOL HePa and working life at their customer companies.

The results of the literature review were used to build guidelines for SOL HePa. When creating the guidelines based on the literature review, the results were considered and applied to Finnish society. SOL HePa wanted to know via the literature review, what is their future course of action ensuring employee and more specifically, immigrant employees' commitment to their new organization and home country. SOL HePa does not want to recruit employees from abroad for only a brief period, because their customers are looking for long-term employees willing to commit to the company. Research included looking into job satisfaction as it is a big part of influencing turnover intentions of employees in companies and has a positive outcome on job performance (Chun-Yu. and Chung-Kai, 2021).

3 LITERATURE REVIEW

The two chosen databases in which the systematic search would be done were Business Source Ultimate and ABI/INFORM. Moving on with the process, the next step was to think of search terms suitable for information searching and finding literature for the literature review. These terms were divided in four major categories from which supporting terms emerged. The categories were: employee, recruitment, international and experience. Under these categories emerged more terms such as, 1. employee: laborer, job holder, worker, apprentice, staff member and craftsman, 2. recruitment: staffing, contracting, employment, service, trade, position, and craftsman, 3. international: foreign, global, intercontinental, universal, intercultural, and multicultural, 4. experience: perception, and feelings.

3.1 Test Searches

Before the proper systematic search could be done, test searches using mentioned search words needed to be done to find the best possible search words. Test searches were done using the following "international" OR "global" which is not very narrowed down. The search was narrowed by checking "peer reviewed" and using a more specific timeline, in this case it was the years between 2012-2022. After that the chosen test search used the following terms "international" OR "recruit*" OR "employee" which brought in a numerous amount of hits. Narrowing it down with "employee" AND "experience" OR "perception" found a non-workable amount of hits yet again.

The following search did not help "international" OR "global" AND "recruit*". Narrowing it down "international" OR "global" OR "recruit*" OR "staff*" and adding a limiter of English language literature only. This however brought over 300 000 hits as well. Yet skimming through the resulting articles' headlines, the searches were producing worthy advocates as resources for the literature review. These were chosen as search terms, but they had to be added together to form the final search sentence.

3.2 The Final Database Search

The final systematic database search was conducted by using the following terms which made up the final research sentence: "international" OR "global" OR "multicultural" AND "recruit*" OR "staffing" OR "contracting" OR "employment" AND "employ*" OR "staff" OR "worker" OR "laborer" AND "experience" OR "perception" in the database of Business Source Ultimate, which found 3494 hits. Using the limitations of peer reviewed, published date 01.01.2017-01.01.2022, English language and academic journals only. This search produced 749 hits on 22.10.2022. The final search terms are visualized by a concept table (table 1).

TABLE 1. Final search terms visualised by a table.

Keywords	Search terms (*=truncation)
International	"international" OR "global" OR "multicultural"
Recruitment	"recruit*" OR "staffing" OR "contracting" OR "employment"
Employee	"employ*" OR "staff" OR "worker" OR "laborer"
Experience	"experience" OR "perception"

The headlines of the 749 pieces of literature were skimmed through and out of that there were 52 chosen by the relevance of their headlines. After this, the same search was done into another database called ABI/INFORM. There, the same search using the same limitations produced over 85 000 hits, which is non-workable amount. Considering the differences of these two databases, more limitations were used in this search which were January 2017-2022, journal articles and "only content I have access to". Due to the differences in these databases, evermore limitations had to be added, therefore, when adding limitations NOFT and "article" as the type of results, ABI/INFORM found 829 results on 22.10.2022. These were also skimmed and chosen by their headlines, after which the amount left was 65 articles.

The 52 chosen articles from Business Source Ultimate and the 65 chosen from ABI/INFORM were exported into Zotero, which is a computer program designed to help with citation and resource management. The two sets of articles were compared in Zotero to eliminate all duplicates. The remainder was 110 articles to further evaluate. The 110 articles' abstracts were read to eliminate the articles with little to no usability as resources for this specific literature review. After eliminating non-usable articles there remained 37 candidates for potential resources.

Next step was to read all the 37 articles and evaluate which ones had the potential of answering the chosen research question: What are the experiences of employees and their perception of their organization and working life? After reading all the articles that were chosen based on their abstracts, the remaining number of articles chosen for the literature review was 11 from ABI/INFORM and 9 from Business Source Ultimate. After revisiting the articles for a second time, another elimination was made, and five articles were not included. There remained 15 articles for the final literature review.

The process of eliminating articles after the systematic database search is visualized by using a flow chart of the number of articles that were handled (figure 3).

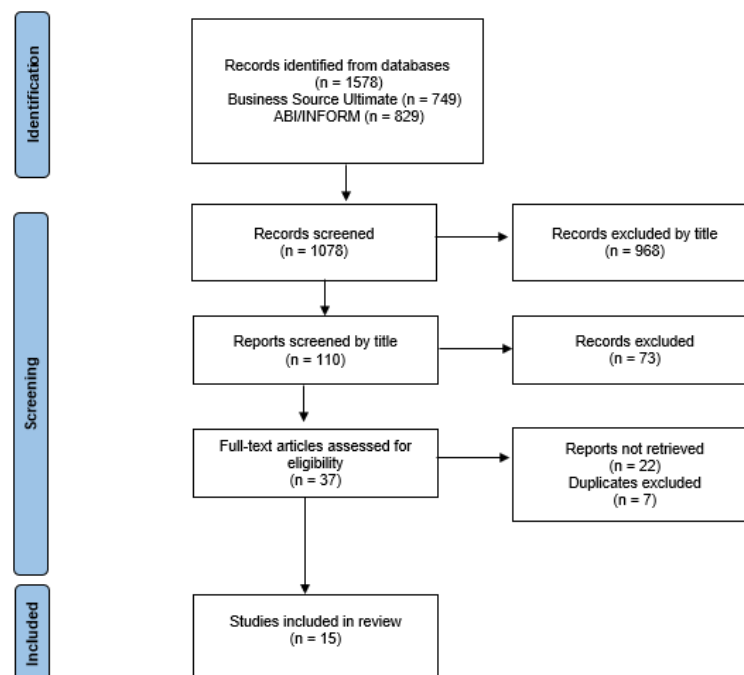


FIGURE 3. Flow chart of the selected articles.

3.3 Findings

The remaining articles included mainly quantitative studies done on samples ranging from 139 to 2883 applicants. These studies were done in countries such as the United Kingdom, Vietnam, Brazil, and Indonesia. The articles were chosen based on what their theme was, and the content was analysed further taking into consideration how they answered the chosen research question. The nature and different characteristics of the chosen articles for the literature review were formed into a table for visualization (see Appendix 3). The table includes the authors, dates and countries, purposes, design and measures, and samples of the chosen articles for the literature review.

After selecting the final articles to be used for the literature review, they were carefully read and analysed if they answered the research question. The articles undergone a thematic analysis as presented by Braun and Clarke (2022). Three major recurring themes appeared from the 15 articles' results which were: job satisfaction and employee turnover, thriving and happiness at work, manager creativity in the recruitment process, and workplace diversity management and ethical leadership.

3.3.1 Job Satisfaction, Thriving and Happiness at Work

Employee turnover intentions is affected by the employee's satisfaction in their jobs and careers and these two are in clear connection between each other as researched by Carolina Machado Dias, de Paula, and Lúcia Maria Barbosa (2018), Prajogo (2019), as well as Moon and Morais (2022). Employees who are satisfied with their salaries, their careers, and jobs, whilst also advancing or able to advance in their careers at their organizations, showed a negative intent to turnover.

Employees who are satisfied with their job and performance have no intention to leave their organization. It is affected by more than just adequate salaries and advancement opportunities. Employee wellbeing is important, as emotional ex-

haustion has a clear effect on job satisfaction, which then in turn, impact the employees' job performance. Managers need to take their employees' mental and emotional wellbeing into close consideration (Prajogo, 2019.) Employees must feel welcome at their workplace, and it is the organization's responsibility to stop workplace incivility and ensure employees' job satisfaction. Workplace incivility will drive employees away, which in turn results in more turnover intentions. Incivility means for example harmful words towards others, or discrimination (Moon and Morais, 2022.)

To ensure a long-term career and helping employees see a future in the organization, managers need to help employees enrich their jobs. Employees' current jobs need to be made more valuable and challenging as time goes by. Enrichment of jobs can be done in various ways such as introducing employees new and challenging individualized projects or assignments, can thus bind these employees to said organization for longer (Dechawatanapaisal, 2017.)

Empowered employees are more committed to their organization and have a strong emotional attachment to said organization (Meixner, Pospisil and Zufan, 2021). If home country returnees have difficulties in adjusting back to work after living abroad for a certain period, it can create negative feelings in the employee such as stress and uncertainty and create low job satisfaction. Thus, making sure and helping employees' adjustment period, it can improve job satisfaction (Ho, Hoang, Seet, Jones, and Pham, 2021.)

3.3.2 Manager Creativity in the Recruitment Process

The recruitment process can be difficult when recruiting from abroad. Recruitment managers have bias when it comes to recruiting local employees versus immigrant jobseekers. If there is a chance, managers will be selective when it comes to picking out applicants from local jobseekers versus jobseekers from abroad, when choosing who to continue the recruitment process with. This puts immigrant jobseekers at a disadvantage from the start of their job search (Mergener and Maier, 2018.)

Recruiting managers, especially in smaller companies, need to be more creative in the recruitment process when finding new talent for companies, to produce more long-term employees and maximize talent. May this be international or local recruitment (Arik, Abston and Zaza, 2021.) Talent can be found through other talent as what was mentioned before. Employees can mention vacant positions to their friends and family members, who can fit other positions in the organization.

To ensure employee commitment to their workplace, managers must consider the person's characteristic fit to said job already in the recruitment process. If not possible to consider a too specific personality and job fit before employment, managers need to consider training and developing the employees' skills further during the employment, to ensure commitment and person-job fit (Jyoti, Sharma, Kour S., and Kour H., 2020.)

On a more practical approach, an organization that has fewer fixed-term contracts or if more, than the intent to continue these contracts, have better performance in their employees (Wang and Heyes, 2020). This means more committed and productive employees if they know their contract is not ending any time soon.

3.3.3 Workplace Diversity Management and Ethical Leadership

Intercultural interactions make work more exiting and interesting; they can also be a fuel for positivity and result in happiness at the workplace. The multicultural environments of multinational corporates help employees with creating satisfying intercultural relationships and make the workplace environment less discouraging and threatening (Basinska and Rozkwitalska, 2020.) Having a diverse workplace can improve outcomes of the firm (Phillips, Griswold, Shiverdecker and Castellano, 2021).

To ensure and improve job satisfaction of employees, managers need to acknowledge their diversity management, to ensure zero discrimination. Therefore, organizations must manage their diverse workplace better, to ensure growth of the company and reduce turnover intentions of employees. Managers can

achieve this by taking into consideration the characteristics of the employees' personalities and perception of diversity at the workplace (Mohammad and Shin, 2020.) Employees are mirrors of their organizations, and thus reflect their organizations values. If the organizations are managed with certain attitudes, the employees will mirror them (Bhatt, 2019.) Ethical leadership is directly related to employees thriving at work. If managers provide employees with a safe space to be themselves, it affects and reduces their turnover intentions (Rahaman, Stouten, Decoster and Camps, 2021). Managers need to recognize their employees' differences and be able to navigate working life ethically and equally through possible negative clashes of ideas and ways of working.

4 DISCUSSION AND RECOMMENDATIONS

What can be taken away from the findings of the literature review, is that job satisfaction and employee empowerment is connected to employee turnover intentions (Meixner, Pospisil and Zufan, 2021). To ensure empowerment and employees satisfied with their jobs, and thus them being more committed to their organizations, managers need to make jobs interesting and enrich employees' jobs by giving them new and interesting tasks and projects (Dechawatanapaisal, 2017). This binds employees to the organization.

Ethical management style and workplace diversity management plays a big part on how immigrant employees are perceived by other employees in the company. If workplace diversity management is done carefully, working culture could be more interesting and later provide improvement in future outcomes for the company (Phillips, Griswold, Shiverdecker and Castellano, 2021). Workplace incivility needs to be tackled immediately, otherwise silent acceptance will lead to more and more unfair encounters between employees.

Diverse workplaces can be beneficial for companies. If diversity is encouraged in companies, employees feel as though they can be themselves and be valued, no matter what their background is. While the employee feels valued and as an important part of the team, they perform better and thus create more results for the company (Morris, 2018.) Word carries out as well, no company should have a reputation of not being welcoming to immigrants or diversity in all forms.

A physical step towards making the immigrant feel more welcome in their new organization is coaching customer companies' managers more. SOL HePa's consultants and specialists are in a position of being heard by their customers together with their employees at these customers. SOL HePa can be able to act in making sure their contact persons at the customer companies, where the immigrants are starting work, have support from SOL HePa as well. Not only is immigrating and starting a new job at a new country an adjustment for the immigrant employee, but also for the company they start work in. Coaching the managers on effective and patient introducing and familiarizing the new workplace and com-

munity can change the course on the immigrant employees' adjustment and satisfaction on their immigration process. Customer companies' managers also gain a positive perception of SOL HePa as an active partner in making sure everything continues to go smoothly even though the recruitment process is technically finished.

To draw the results together and what could be learned from the literature review, is that throughout the world, employees value and are committed to employers who provide them with advancement and learning opportunities, together with providing them a respectable salary that equates to their job performance and output. Universal emphasis is on employees being satisfied with their jobs, otherwise they will turn to look for new challenges and a better place of work.

Even in Finland as immigration is becoming more every day and Finnish people are getting more familiar with immigrants (European Migration Network, 2022), employers need to manage their diverse workplaces more carefully. Managers can either make an uninviting and discriminatory work environment in their organizations or they take advantage of the talent and creativity in their grasps and create a safe space for employees to be themselves. Intercultural interactions can make work more interesting and exciting (Basinska and Rozkwitalska, 2020). This is a good approach to take when introducing immigrants to a workplace, it is a richness in the work community.

4.1 Guidelines for SOL Henkilöstöpalvelut Oy

The results of the thesis are the guidelines for the commissioning company were reported, which were drawn from the results of the literature review and background theory on the chosen subject. The results of the literature review were however universal; therefore, the recommendations are generalized, yet could be applied and used by SOL HePa and in Finland. The guidelines for the commissioning company were divided into similar recurring themes as the thematic analysis done in the literature review. This was done to ensure that SOL HePa takes all the results into careful consideration.

4.1.1 Recruitment Process and Moving into Finland

To return to the process of moving into Finland as an immigrant worker, there is always many steps to take, and SOL HePa needs to make sure their employee knows what needs to be done and handled before moving to Finland. Simple ways to start the supportive journey is to tell and advise the immigrant employees on what authority visits must be done and what paperwork needs to be filed for. Helping the employees make a list and seeing all documents are in order before employment can begin, sets the scene for the employee to see everything will go smoothly. Providing useful tips for where to find necessary information on the internet, or translating Finnish instructions for the immigrants, if they cannot find English ones.

Employers need to consider bringing the immigrant employees' families into Finland, which make them evermore committed to staying. Employers need to help their immigrant employees' families adapt and adjust to their new society and assist in organising different matters (suomi.fi, N.d.). Support such as this means in practice, helping to figure out day-cares or schools for children, helping the spouses' job searches as well, aiding with first time food shopping in a new country etc. SOL HePa should also consider looking at what kind of talent could be found in the immigrant employees' family. Binding the whole family to Finland can help with their commitment to staying, since all those affected by the move to Finland start creating roots there in various ways.

The essence of welcomed diversity is already in the recruitment process. Since there is an underlying bias in recruitment managers, they might miss out on potential talent and new ideas that come from immigrant workers. Recruitment managers need to be more creative in their process, to find long-term employees with a lot of talent and potential (Arik, Abston and Zaza, 2021). SOL HePa should consider more creative ways to recruit immigrant employees, may it be more visually creative jobs ads, emphasizing inclusivity and the potential there is for working and living in Finland for the employee, but also their families. The opportunity for language courses in Finland could also make the company and the move more inviting.

4.1.2 Job Satisfaction, Thriving and Happiness at Work

As could be seen from the results of the literature review, SOL HePa needs to ensure their employees are satisfied with their jobs, since satisfied employees do not want to leave their jobs (Prajogo, 2019). Their employees need to feel as their careers are moving forward, whether it be their managers giving them something new and exciting tasks into their everyday work, or a special individualized project to keep them on their toes (Dechawatanapaisal, 2017).

Employees could feel a sense of strengthened empowerment and commitment when they know they are not working “for nothing” and their efforts are noticed by their managers. SOL HePa needs to make sure employees hear encouraging words or get physical rewards for jobs well done, since it is a good way to enhance overall satisfaction. Telling employees that their managers are satisfied with the work and tasks that have been done, is an easy way to positively impact someone’s satisfaction with themselves and careers. SOL HePa’s consultants could ask the customer companies’ contact persons about the output of their immigrant employees, and make sure they get the feedback.

SOL HePa needs to provide learning opportunities and support their employees in their hopes to advance in their careers, to ensure the employees feel they are empowered and supported by their organization and managers. As research taught, SOL HePa needs to find a way to bind and commit employees to their workplaces, may it be from special projects and assignments or advancement and learning opportunities. By doing so, the companies show they are also committed to these employees.

SOL HePa’s consultants can remind their contact people at their customer companies of the various skills their immigrant employees have if the employees forget to do so themselves. The contact persons can view the immigrant employee in another way and make use of other skills as well. For example, if one knows how to speak a certain language, they could be the one to teach new immigrant employees the ways of the workplace in that language in the future, if there is a need.

The employees could also feel more committed, if they would not be given a fixed-term contract of employment, since moving to another country is a huge change in someone's life. Providing the employee with a fixed-term contract could give the idea of non-permanency and affect the employees' job performance negatively (Wang and Heyes, 2020). Making sure the employee knows the employment is for a long time, affects their mindset and attitude, as the move to Finland and adjustment is for a longer period and the effort is worth it.

Social connections are important since people need a sense of belonging to something. SOL HePa should host get together events for immigrant employees, even if they do not work for the same employer. Making connections and forming bonds with people can help with commitment. SOL HePa could introduce these immigrants to Finnish language courses where they can find other people in the same position as them or help them find classes, clubs, or hobbies that are taught and held in English or even in their native language.

Employees are committed and bound to their organizations if their work efforts and results are leading to more rewards, may it be mental or physical, employees should get further training, and are provided opportunities to develop their skills. Employees want to know their careers are leading somewhere.

4.1.3 Diversity Management and Ethical Leadership

As Finland is a difficult country to move into, and immigrants still face racism everywhere in Finland (Kurronen, 2021) SOL HePa could put effort into or coach their customers' contact persons in proper diversity management, to ensure zero discrimination inside these organizations. A diverse workplace can be encouraging, and help employees feel valued as they can be who they are (Morris, 2018). Diversity management is in relation to employee job satisfaction, since no employee wants to stay in a company, where they do not feel welcome or accepted as they are (Mohammad and Shin, 2020). Diversity and employees' different backgrounds needs to be acknowledged inside organizations, it can help managers understand the motives to employees' actions and reason behind their ideas and attitudes.

Managers in SOL HePa's customer companies, or SOL HePa's own consultants and specialists need to take into consideration how they manage and guide employees in diverse work cultures. Employees mirror their organizations and if the management of a company has attitudes towards foreign workers, the employees will mirror these attitudes (Bhatt, 2019). To ensure zero discrimination and ensure further growth of people, managers need to self-reflect and study how they portray themselves and their attitudes, as well as what their management style is towards immigrant employees. May it be the way they speak to certain people or how they speak about a person from a certain culture will be noticed by other people and could be taken as a habit. For example, if uncivil comments are being made about someone's advancement inside the company, it will be noticed by others as the way someone is allowed to speak about someone else's achievements.

Diversity management can also include awareness of another person's culture. Being aware and awake in situations where culture or personal values come to place, can eliminate awkward situations and discomfort for people in the society. Creating a safe environment where all cultures are welcome and appreciated can in turn, bind the employee more to the organization. Making sure all racist inclination is tackled immediately and creating a safe place for employees to be open and honest about how they are being treated is very important. Managers can and should put an end to harmful speech or other forms of incivility right away. Otherwise, not acting in situations like these, can reflect and taken as silent approval from the manager. In turn, this creates a workplace where racism or any form of bullying is accepted and people behaving such as that are not held accountable for their actions, thus never ending their rudeness.

Coaching diversity management to the managers of the customers of SOL HePa, ensures the overall inclusivity of all employees and spreading awareness of ethical leadership in diverse work cultures. These managers then know SOL HePa supports them the same way they support the employees, ensuring customer satisfaction on the side. SOL HePa should participate in active dialogue with the new managers of the newly immigrated employees if they need help with intro-

ducing and coaching them. Providing the managers with language help or translation assistance, or for example making sure they are familiar with the culture of the immigrant to reduce clashing. This could ease the managers' mind and have them be surer of what they are doing.

4.1.4 Points to be Considered

A narrowed-down checklist of points for SOL HePa to consider are listed. These have been drawn from the findings.

- Does the recruitment manager have internalized bias when it comes to recruiting international employees?
- Is the immigrant able to find all relevant information of what needs to be done when moving to Finland?
- Is the immigrant getting support from their employer in the immigration process and do they need support?
- Are employees' wellbeing and job satisfaction taken into consideration?
- Are employees provided with challenges and learning and advancement opportunities inside the organization?
- Are managers creating a safe space for diversity in their organizations through their portrayed attitudes towards immigrant employees?
- Is possible workplace incivility brushed off or faced head on?

If all the points above can be checked and taken as goals for the future in SOL HePa's efforts to internationally recruit, then SOL HePa is on the right track to committed international employees, according to the results of the literature review. The results however might not always apply for everyone and everywhere, they need to be considered if applicable case-by-case and taking the employees' personality into consideration. People and personalities differ, and sometimes the attitudes of other members of the working society cannot be changed or guided towards a more accepting nature, but managers need to try.

4.2 Limitations for the Study

The acknowledged limitation in this study is the fact that there is an abundance of information to be searched, however the chosen amount for the literature review was fifteen articles. Information related to the subject could have been missed or misunderstood. The search was done with specific search words; therefore, some relevant studies could have been missed. The chosen limitations for the database search were also very narrowed down due to the abundance of hits with the search, thus information could have been lost.

The systematic database search was done on a specific date, therefore, there could have been considerable articles published after or before the chosen time limitations for the search. There are also few studies done on Finland specifically, therefore the chosen articles were universal, and the results and conclusions need to be applied for Finland. The chosen literature consisted of studies done in several countries, cultures, and industries, so the results might not work for everyone everywhere, and need to be applied case-by-case.

5 CONCLUSION

SOL HePa Oy wanted to know how they can internationally recruit workers, who would later be committed to their new organizations and Finland as their new home country. The answers to this were searched through the literature review. The results had clear themes as to how can managers ensure committed employees, and the underlying answer was, satisfied and empowered employees do not want to leave their jobs (Prajogo, 2019). However, research supports the claim, that international job seekers are at a disadvantage from the start, as recruiting managers still tend to be bias and will be selective if they can (Mergener and Maier, 2018).

The literature review and the results of the studies done by the authors, although being universal, showed a clear connection between job satisfaction, ethical management, and turnover intentions. Immigration is a long process and SOL HePa wants to make sure they are not putting employees through the process only for a short period of time. They want committed employees, and ensuring these employees are satisfied with their jobs and careers, can commitment to living in Finland be achieved. The recommendations for SOL HePa surround the idea of making sure managers lead in all aspect's diverse workplaces with ethical and supportive manners, whilst keeping in mind the attitudes they themselves portray onto their employees.

To ensure committed employees, managers need to take job satisfaction and employee empowerment seriously. Immigration is only becoming more familiar to Finnish people, who need to change their attitudes towards immigrants. As said, employees mirror their organizations attitudes, and if managers create a safe space for diversity in their companies, immigrant employees, and others, are more satisfied and committed. Through this research and answering SOL HePa's question, hopefully more future immigrants will find more support from their employers and an ease to their adjustment period when moving to Finland and be able to go through the steps more effortlessly. Hopefully, this will help companies in the future understand to make more of an effort to ensure their employees are satisfied and committed to their jobs and organizations.

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APPENDICES

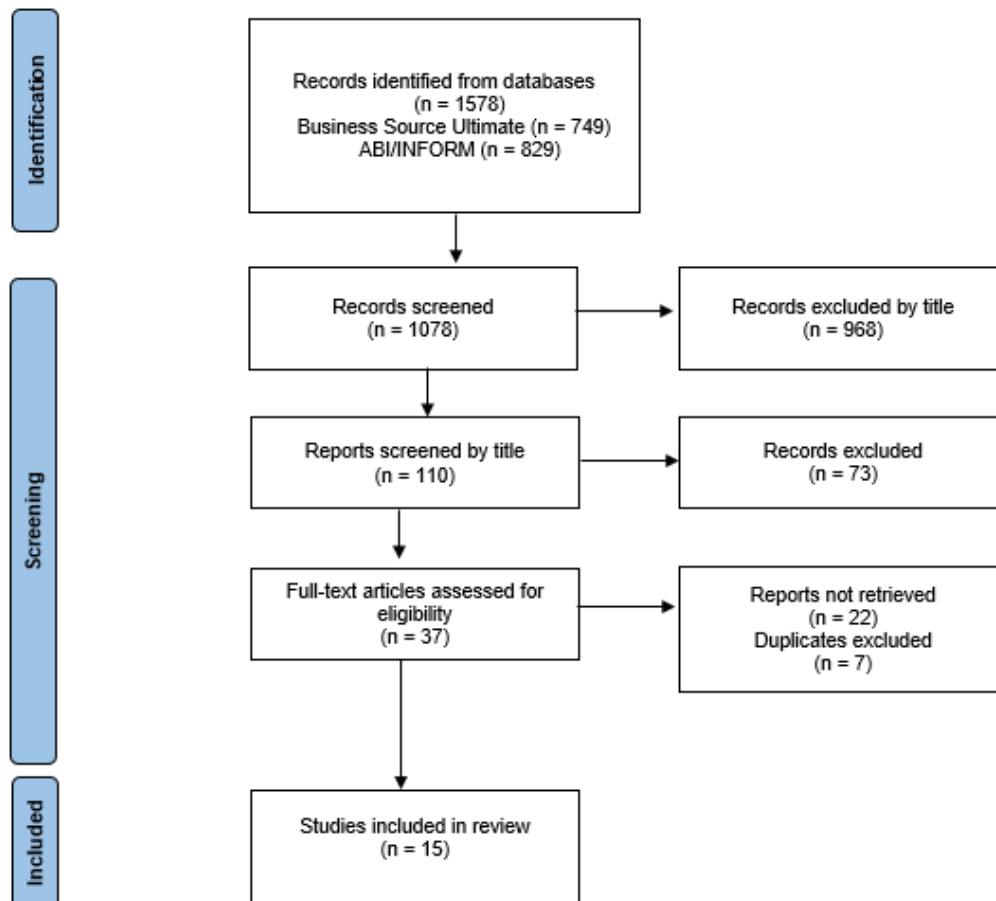
Appendix 1. Table 1.

The final database search's search terms visualised using a table with the four chosen key concepts: international, recruitment, employee, and experience. The search terms were chosen for the final systematic database search in the two databases Business Source Ultimate and ABI/INFORM. The terms were divided using OR and the four categories were added together using AND. Two terms used the truncation to include all the different versions of these words, such as employment, employee, employees etc.

Keywords	Search terms (*=truncation)
International	"international" OR "global" OR "multicultural"
Recruitment	"recruit*" OR "staffing" OR "contracting" OR "employment"
Employee	"employ*" OR "staff" OR "worker" OR "laborer"
Experience	"experience" OR "perception"

Appendix 2. Figure 3.

Flow chart of the selected articles, showcasing the number of articles that were handled and eliminated during the identification and screening phases for the literature review.



Appendix 3. Table 2.

Table showcasing all the chosen articles of the literature review, and what the purpose of their study was, including the design and measure as well as the size of their study's sample.

Authors, year, and country	Purpose	Design & Measure	Sample
Arik, Abston and Zaza (2021). USA	To explore the relationship between the difficulty of filling certain manufacturing positions and the position, company, and location characteristics.	Quantitative survey	300 usable surveys.
Basinska and Rozkwitalska (2020). Poland	To examine the relationship between psychological capital and happiness at work in the specific MNCs' context. We assume that thriving (eudemonic well-being) at work fosters individuals' development and enhances their happiness composed of both the affective (positivity) and cognitive (satisfaction with intercultural interactions) components.	Cross-sectional study	A sample of 171 individuals from subsidiaries of various MNCs and involved in intercultural interactions

Bhatt (2019). India	To explore employee perception about changes in job practices and the perceived organisation's orientation in high-performing banking organisations.	T-test and regression analysis on a questionnaire	Using data of 412 respondents in banking organizations
Carolina Machado Dias, R.L., de Paula, S.L. and Lúcia Maria Barbosa, d.O (2018). Brazil	To investigate the extent to which the organisational commitment and job satisfaction influence intent to turnover.	Quantitative approach, case study with qualitative. 18 closed questions and an open questionnaire.	172 responders in IT area of the company
Dechawatanapaisal (2017). Thailand	To investigate the mediating effect of organizational embeddedness in the relationship between quality of work life (QWL) and turnover under a foundation of conservation of resources theory. A study of why people leave.	Questionnaire survey, confirmatory factor analysis and structural equation modeling	422 healthcare professionals
Ho, Hoang, Seet, Jones, Pham (2021). Vietnam	To examine the determinants of career satisfaction of professional accounting returnees who have studied and/or worked abroad and then returned to	A survey and multiple regression analysis	139 usable surveys

work in different types of international workplaces in their home country.

Jyoti, Sharma, Kour S., & Kour H. (2021). India

To explore the impact of person–job (P–J) fit on organizational commitment through job involvement and career commitment with an application of a serial multiple mediation model.

A questionnaire for 312 teachers' surveys teachers and higher education sector

Meixner, Pospisil, Zufan (2021). Czech Republic

To foster an understanding of the complex interplay between leadership practices and employee commitment.

Quantitative study was 310 participants, employees of different companies conducted following an observational design focusing on the employee perspective

Mergener, Maier (2018). Germany

To analyse immigrants' chances of being hired in a foreign country by identifying key criteria in employers' recruitment decisions.

A quasi-experimental 2883 applicants evaluated in method of data collection: a factorial survey (or vignette study) conducted via an online investigation 485 establishments

Mohammad and Shin (2020). USA	To develop and test a moderated mediation model on workplace diversity management. The analysis examined whether diversity management affects job satisfaction via perceived discrimination, depending on employees' openness to experience.	Structured questionnaire	351 US employees
Moon and Morais (2022). United Kingdom	To test the argument that emotional exhaustion and acceptability of workplace incivility can act as mediators in this relationship between incivility and OCB and turnover intentions.	Questionnaire	703 employed South Koreans with a higher educational degree
Phillips, Griswold, Shiverdecker and Castellano (2021). USA	To propose that other-group orientation, a characteristic supportive of a pro-diversity climate, influences the relationship between language and national culture diversity recruiting messages and perceived person-organization fit.	Field experiments / survey	458 employed or recently employed people and 327 job seekers

Prajogo (2019). Indonesia	To examine the relationship among emotional exhaustion, job satisfaction, performance and intention to leave. The main argument is that employees are not always happy in their jobs.	Questionnaire and factor analysis	399 employees from various organizations in Indonesia
Rahaman, Stouten, Decoster and Camps (2021). Bangladesh	To examine whether the presence of a mechanistic structure (i.e. formalization) hinders or facilitates employee thriving at work.	Two-wave field study	Students in a university who are working full-time banking, insurance, educational, financial, and information technology, 1. time 172 surveys and 2. time 140 surveys
Wang and Heyes (2020). United Kingdom	To assess whether establishments that employ on a fixed-term basis experience higher productivity than their competitors and stronger labour productivity improvements over time.	A questionnaire	24 640 surveys done in 27 EU countries
